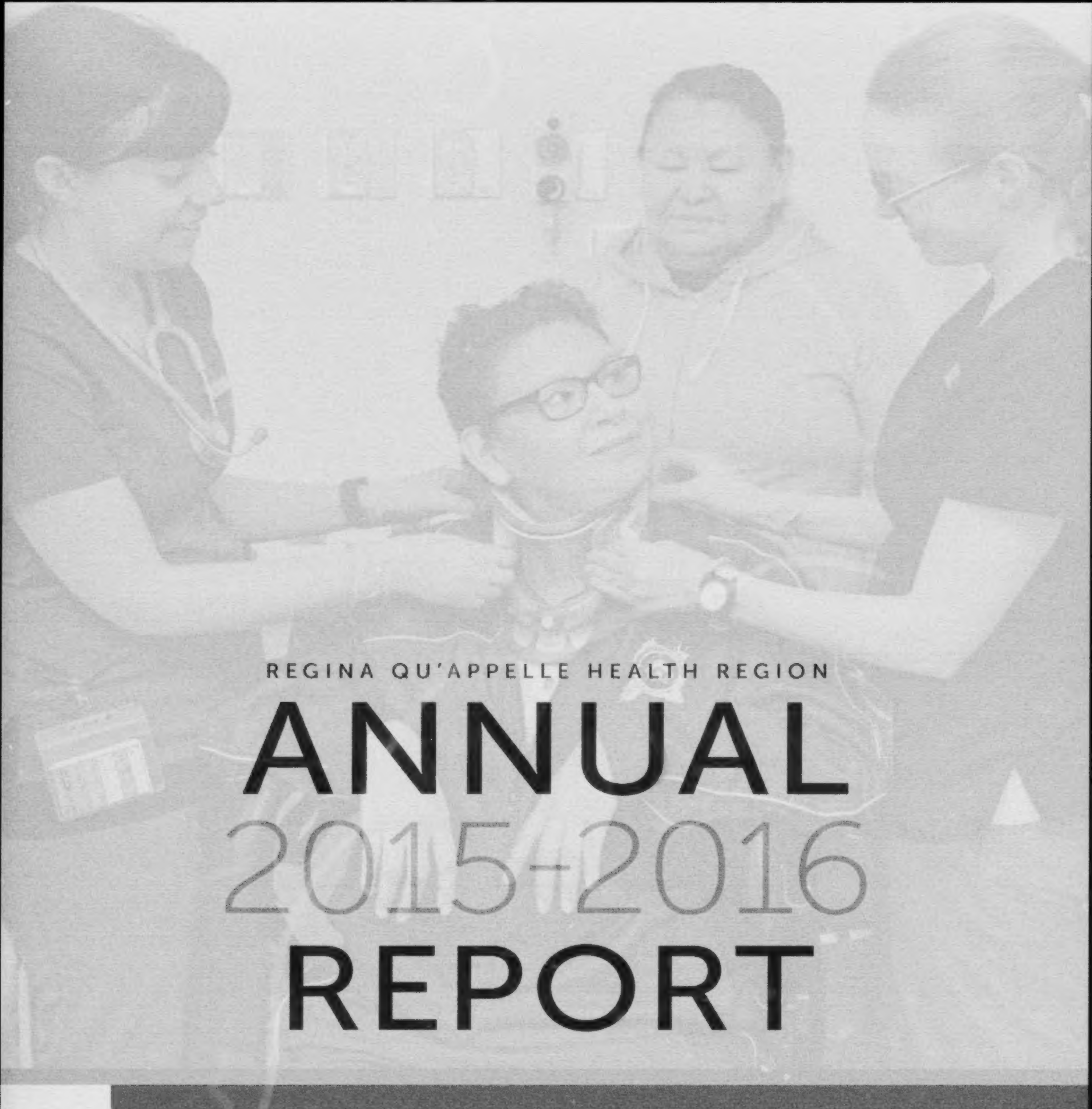

REGINA QU'APPELLE HEALTH REGION

# ANNUAL 2015-2016 REPORT

Regina Qu'Appelle
HEALTH REGION

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For more information, visit the Regina Qu'Appelle Health Region website: www.rqhealth.ca

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# LETTER OF TRANSMITTAL

To: The Honourable Dustin Duncan
Minister of Health

Dear Minister Duncan,

On behalf of the Regina Qu'Appelle Regional Health Authority, I am pleased to submit our 2015-16 Annual Legislative Report, which includes the audited financial statements and outlines the Region's activities and accomplishments for the year ending March 31, 2016.

Our highest priority has been, and will continue to be to maintain and improve the quality and safety of services that we provide. We are committed to those we serve and to ensuring they receive the right care, in the right place, at the right time, by the right provider. By addressing these fundamentals, we lay the foundation for a fully sustainable health care system.

The successes achieved as a Region last year were due to the dedication and commitment of employees and physicians of the Regina Qu'Appelle Health Region and our many partners, including the patients and families we serve and the direction they provided to help enhance patient-centred care.

Respectfully submitted,

RW Carter

R.W. (Dick) Carter, Chairperson
Regina Qu'Appelle Regional Health Authority

# MESSAGE FROM THE PRESIDENT AND CHIEF EXECUTIVE OFFICER

The 2015-16 Annual Legislative Report reflects the successes and challenges we faced this past year in delivering safe, high-quality health care to the people of southern Saskatchewan.

Throughout 2015-16, the Region was committed to ensuring the safety of all those who use our services, to offering timely access to health care services and to using our resources wisely, working to eliminate waste and adding value.

Looking back on the last year, I am pleased with what we have accomplished, though I recognize we have more work to do. Our progress has been challenged by significant growth over the last number of years in the population we serve; the impact of our changing demographics; the quality of our building and equipment infrastructure; and our awareness of the significant financial challenge that our province faces. In all of this, our staff, physicians and volunteers continue to focus on the people they serve and are working hard to improve the quality and safety of the care we provide while improving access to our services.

Moving forward, our actions will continue to be informed by the many patients and families that are actively involved in our quality improvement initiatives. We will continue building on our successes and will continue working to deliver the best possible health care experience by providing care that is patient and family focused. While we know we will continue to be challenged to provide services within available resources and to manage the demands of an increasing population base, we know that we can do great things by continuing to emphasize quality and safety, daily management, continuous improvement, and by fully engaging our patients, clients and residents.

Keith Dewar,
President and Chief Executive Officer (CEO)
Regina Qu'Appelle Health Region

Senior Leadership Team
Back row, l-r: Dr. Tania Diener, Dr. David McCutcheon, Keith Dewar, Mike Higgins, Robbie Peters.
Front row, l-r: Michael Redenbach, Karen Earnshaw, Dawn Calder, Sharon Garratt, Carol Klassen.

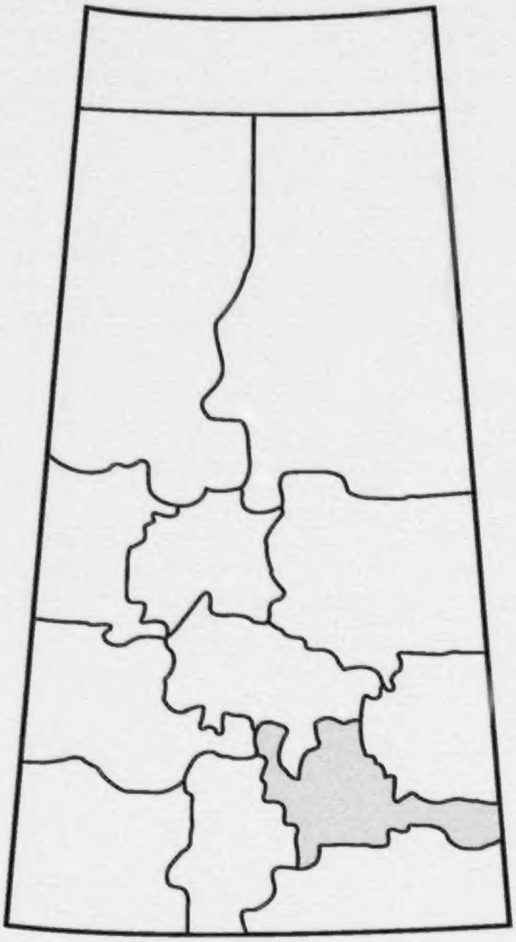
# INTRODUCTION

The Regina Qu'Appelle Health Region (RQHR) 2015-16 Annual Legislative Report to the Minister of Health provides a summary of the Region's progress towards meeting our strategic objectives.

This report outlines how the Region aligns with the Ministry of Health's strategic and operational directions and details the Region's performance over the past year. It also includes a compendium of the Region's key partners, provides a report from management and includes a financial overview and the audited financial statements. The appendices include information on patient advocate services, organizational chart, facilities list and payee list.

The Region is responsible for the preparation of this report and is confident in the reliability of the information provided. Each regional portfolio provides oversight in preparing the report. Any interpretation of content reflects the best judgment of the reporting unit's leaders.

The Office of the Provincial Auditor audits financial statements prior to publication, in compliance with Canadian Generally Accepted Auditing Standards. The auditor ensures the financial information is adequately reproduced and consistent.



# Accomplishments

The Annual Legislative Report provides an opportunity to highlight some of the many accomplishments achieved in the past year. Here are some examples:

- Patients are spending less time in the Emergency Department – 10 minutes less, despite a three per cent increase in patient volumes.
- Patients at the Pasqua Hospital's Accountable Care Unit 4A are more involved in their health care plan and care teams are better connected through the implementation of Canada's first Accountable Care Unit pilot project.
- Patients are receiving more consistent care with their primary health care providers, as a result of establishing six Primary Health Care Networks and programs like Connecting to Care.

Deb Kosabek, Nurse Manager of Unit 6A, Regina General Hospital, leads a daily huddle to discuss hand hygiene. Deb and her team are committed to achieving 100 per cent compliance. Photo credit: Medical Media

- Medical and surgical supply costs per surgery have decreased by 14.5 per cent as a result of key improvement initiatives.
- A Pediatric Simulation Lab program was implemented with help from the Hospitals of Regina Foundation, helping providers practice necessary skills for our smallest patients.
- Staff safety achievements qualified RQHR for a $4.3 million dollar return from the Workers' Compensation Board. Since 2011-12, we have achieved and sustained a 34 per cent reduction in lost-time injuries.

Medical and surgical supply costs per surgery have decreased by

**14.5%**

as a result of key improvement initiatives.

- Residents of southern Saskatchewan now have improved access to information about the Region's programs and services because of a redesigned website: www.rqhealth.ca.
- 7,000+ staff and physicians now have access to Sunrise Clinical Manager, a technology that will enable us to eventually provide a complete electronic health record for patients, as well as integrated care management and Emergency Department management, including Computerized Provider Order Entry.

- Patient safety has improved due to a provincial initiative to provide new pumps for intravenous medication. More than 80 per cent of staff members are trained on this new technology.

Since 2011-12, we have achieved and sustained a

**34%**

**reduction**

in lost-time injuries.

- Thanks to diligent daily management, managers have reduced overtime by more than 34,000 hours over the last year, saving the Region $1.2 million.
- Those experiencing a mental health crisis are receiving intervention sooner, because of a partnership between the RQHR and the Regina Police Service.
- Patients are better protected from hospital-acquired infections now that staff and physicians are demonstrating 79 per cent compliance on hand hygiene audits – a 10 per cent increase over last year as we move to our goal of 100% compliance.
- Patients, staff and physicians have taken part in 18 large-scale and dozens of small improvement projects, streamlining waste in the system. Read about some of this work on the next two pages.

## Safer Care for Emergency Patients

The medications of all Regina General Hospital Emergency patients are now either given to patients prior to transfer or accompany them when they are moved to an inpatient unit. Previously, the medications of about half of all patients were either delivered to Emergency, or retrieved by staff after the patient was relocated. This caused rework for staff and medication administration delays for patients. Changing porters' delivery routes, improving the location of the medication drop-off bin, creating a system to signal a delivery and implementing standard work have led to these improved results.

*"We're no longer getting calls from the units that they're missing their meds. And we're not wasting time looking for meds. Now, we know when they're here – there's no delay in patient care."*

Kristen Wirsche
Licenced Practical Nurse

*"Having the pace slowed and allowing our residents the option to be taken to the dining room when they want allows us time to do the little extras, like help a resident put on her jewelry."*

Melisa Berglind
Continuing Care Assistant

## Less Waiting, More Choices for Residents

Changes in work practices at Grenfell Pioneer Home mean that residents wait 86 per cent less time (12 minutes) for assistance to breakfast and have a choice of either hot or cold continental breakfast items if they prefer to eat after 9 a.m. Because staff now prepare the night before, morning cooks spend 34 per cent less time (13 minutes) setting up the dining room for breakfast. By standardizing the placement of care items in all resident rooms, continuing care assistants now walk 56 per cent less when performing residents' morning care, which means their time is used more efficiently.

## Safer Care for Surgical Patients

All pre-operative patients at Pasqua Hospital whose surgeries are cancelled now get food and fluid within a reasonable time after cancellation. While a surgery will only be canceled for an emergency or extreme over-capacity, previously, 25 per cent remained without food and fluid for an indeterminate length of time because their cancellations were not conveyed to the appropriate staff. Staff implemented work standards and improved their communication practices to bring about this improvement. Fasting for extended lengths of time can cause discomfort and be a health risk for patients with medical issues.

*"We have much quicker access to food and we have meals available after hours. Most patients are starving when their surgeries are cancelled. They're much happier with a real meal instead of toast."*

Shelley Montenegro
Registered Nurse

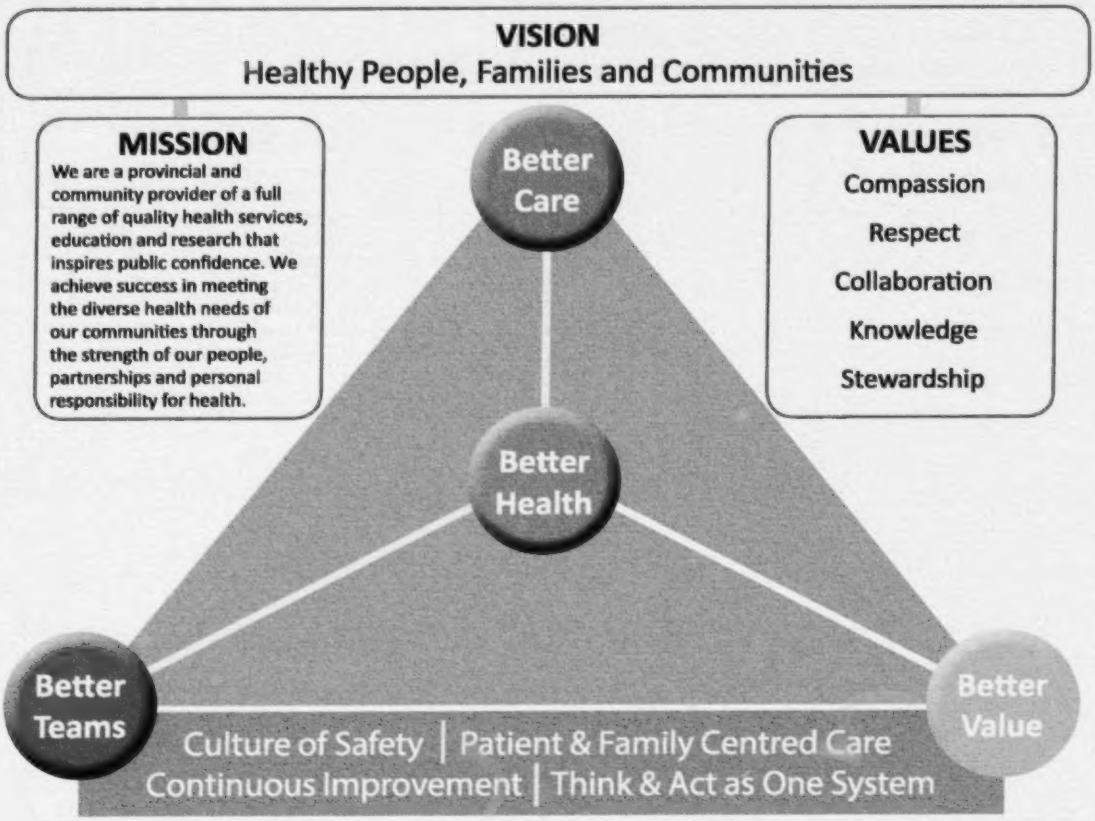
## Setting the Strategic Direction

Acting as a key partner in a single, integrated Saskatchewan Health Care System is fundamental to our success. The RQHR is a key partner in the provincial planning process and works in collaboration with the Ministry of Health, Health Quality Council, 3sHealth, eHealth, Saskatchewan Cancer Agency and the 12 other provincial health regions. The Provincial Leadership Team (PLT), comprised of CEOs and Board Chairs from these organizations, have adopted four provincial strategies of Better Health, Better Care, Better Value and Better Teams.

RQHR's Strategic Plan summarizes the direction from the Regina Qu'Appelle Regional Health Authority (the Board), from the Minister of Health and the Provincial Health Care System. It also addresses gaps and opportunities identified through our yearly planning process, enabling the Region to accomplish its goals and address the immediate and longer-term needs and requirements of the people we serve.

The Region utilizes provincial and regional quarterly report events and a dashboard for Board monitoring. The measures chosen represent targets the Region is striving for in the current year that will enable us to achieve the desired outcomes.

## RQHR Strategic Framework



**VISION**
Healthy People, Families and Communities

**MISSION**
We are a provincial and community provider of a full range of quality health services, education and research that inspires public confidence. We achieve success in meeting the diverse health needs of our communities through the strength of our people, partnerships and personal responsibility for health.

**VALUES**
Compassion
Respect
Collaboration
Knowledge
Stewardship

Better Care
Better Health
Better Teams
Better Value
Culture of Safety | Patient & Family Centred Care
Continuous Improvement | Think & Act as One System

## Governance

*The Regional Health Services Act* establishes the Regina Qu'Appelle Regional Health Authority (the Board) as the governing body of the RQHR. The Lieutenant Governor in Council under The Regional Health Services Act appoints members of the Board.

The Board is accountable to the Minister of Health to achieve the provincial and regional goals and objectives for health services in the Region, ensuring all health care programs are planned, delivered, monitored and evaluated effectively on behalf of the residents of the RQHR.

The Board schedules frequent public meetings throughout the year in Regina and in rural locations across the Region.

All Board members are residents of the RQHR. There were 12 Board members at the end of the 2015-16 fiscal year, including:

R.W. (Dick) Carter, Chairperson
Brian Barber, Vice Chairperson
Judy Davis
Dave Gurnsey
Lloyd Gwilliam
Linda Jijian
Jocelyne Lang
Larry Miskiman
Sean Quinlan
Grant Ring
Lois VanDerVelden
Peter Woidyla

The Board's key areas of governance accountability were supported by four committees, as follows:

### Audit, Finance and Risk Committee

The Audit, Finance and Risk Committee recommends policy and provides advice to the Board on matters related to the financial activity of the Region, oversees the annual audit process and ensures that the Region has an effective process for the identification, assessment and mitigation of risk across the organization. The Committee evaluates strategic issues related to managing health care resources in an accountable and transparent manner that ensures the future provision of appropriate services, including achieving best value for money, improving transparency and accountability, and strategically investing in facilities, equipment and information infrastructure.

### Human Resources Committee

The Human Resources Committee recommends policy and provides advice to the Board on matters related to RQHR employees. The Committee evaluates, examines and assures itself and the Board that the Region is compliant with provincial policy and leading practice in matters related to its employees. The Committee evaluates strategic issues and advises the Board on matters related to creating a workplace where individuals work together respectfully and take pride in contributing to the positive client experience and achieving the organization's goals. The Committee also evaluates strategic issues and advises the Authority on building safe, supportive, quality workplaces that support patient and family-centred care and collaborative practices, and on developing a highly skilled, professional and diverse workforce that has a sufficient number and mix of service providers.

## Policy and Governance Committee

The Policy and Governance Committee recommends policy and provides advice to the Board on matters related to governance including the policy framework. The Committee evaluates, examines and assures itself and the Board that the Region is compliant with provincial policy and leading practice in matters related to governance and policy.

## Quality and Safety Committee

The Quality and Safety Committee recommends policy and provides advice to the Board on matters related to quality and safety. The Committee evaluates, examines and assures itself and the Board that the Region is compliant with provincial policy and leads practice in matters related to quality and safety. Dimensions of quality include accessibility, equity, client-centred care, efficiency, effectiveness, safety and competency.

Board. Back Row: Lois VanDerVelden, Grant Ring, Dave Gurnsey, Lloyd Gwilliam, Judy Davis, Brian Barber, Vice Chairperson, Sean Quinlan, Linda Jijian. Front Row: Jocelyne Lang, Peter Woidyla, Missing: R.W. (Dick) Carter, Chairperson, Larry Miskiman.

# Who We Are

The Regina Qu'Appelle Regional Health Authority was created in 2002 with the proclamation of *The Regional Health Services Act*. It is one of 12 regional health authorities in the province. The health authorities receive most of their funding from the Saskatchewan Ministry of Health and provide the majority of health services in the province.

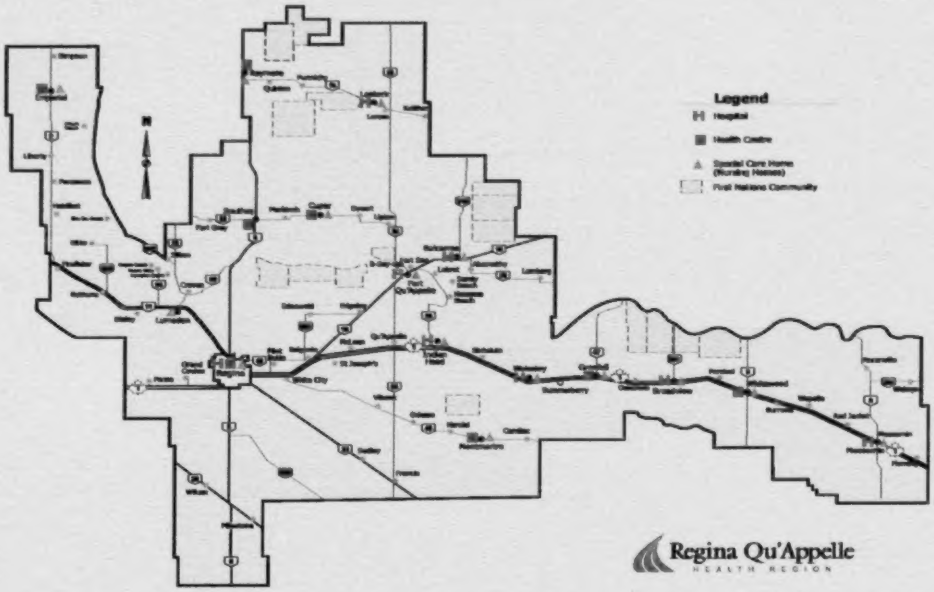
For most purposes, the organization uses the operating name Regina Qu'Appelle Health Region (RQHR) and refers to the governing board as the Regina Qu'Appelle Regional Health Authority (RQRHA). Each year, the Ministry of Health provides each region with an Accountability Letter that sets out the Ministry's expectations for the funding it provides. It contains high-level organizational (governance and directional) expectations and program-specific expectations for the Region. The document also clarifies the Ministry of Health's organizational, program and service expectations of each region.

As a vital partner with the provincial government and the Ministry of Health, the RQHR is the major health care referral centre for southern Saskatchewan. While the Region has a covered population of 289,362*, it serves approximately half a million people as a tertiary health care provider. Approximately 30 per cent of those who receive day surgery or inpatient hospital services live outside of the Region's geographic boundaries.

The RQHR has approximately 7,997.7 full time-equivalent (FTE) positions, a further 971.21 affiliate FTEs, and employs 19.3 of the Region's approximately 686 physicians who have practicing privileges. More than 1,600 volunteers support these staff and physicians, and together they provide health care services throughout the Region.

* The Government of Saskatchewan, Ministry of Health Covered Population 2015
http://population.health.gov.sk.ca/rhalist.htm

**Regina Qu'Appelle Health Region**



## RQHR EMPLOYEES (FULL-TIME EQUIVALENTS)*

| | 2013-14 | 2014-15 | 2015-16 |
|---|---|---|---|
| Nursing | 2,621.66 | 2,673.42 | 2,694.56 |
| Physician | 20.75 | 19.50 | 19.60 |
| Professional | 759.52 | 771.64 | 785.89 |
| Support Staff | 3,427.53 | 3,532.40 | 3,527.98 |
| Technical | 561.97 | 590.29 | 599.00 |
| Management | 363.17 | 368.78 | 370.67 |
| **Total** | **7,754.60** | **7,956.03** | **7,997.70** |

* Classifications as follows

- Nursing: classifications in one of the three regulated nursing professions. (e.g. registered nurse, registered psychiatric nurse, licensed practical nurse)
- Physician: regulated physicians
- Professional: Allied Health Care Professionals distinct from nursing who provide direct patient care (e.g. Physical Therapy, Social Work)
- Support Staff: Classifications that provide support to manage day-to-day operations. (e.g. Continuing Care Assistant, Clinic Assistant, Office Administrative Assistant, Environmental Service Workers)
- Technical: Classifications that provide diagnostic, therapeutic and analytical functions. (e.g. Cardiovascular Technologist, Orthopedic Technician, Analyst, Coordinator, Specialist)
- Management: Out of scope classifications that provide either a managerial or a managerial support function. (e.g. Vice President, Director, Manager, Consultant)

## RQHR AFFILIATE STAFF (FULL-TIME EQUIVALENTS)

| | 2013-14 | 2014-15 | 2015-16 |
|---|---|---|---|
| Nursing | 162.04 | 162.04 | 162.04 |
| Professional | 23.76 | 23.76 | 23.76 |
| Support Staff | 748.6 | 748.6 | 748.6 |
| Management | 36.81 | 36.81 | 36.81 |
| **Total** | **971.21** | **971.21** | **971.21** |

# Services

The RQHR offers a comprehensive range of services in the areas of hospital, emergency, rehabilitation, community, mental health, long-term and continuing care, home care, immunization and primary health care services. These services are delivered in two tertiary care hospitals and a specialized provincial rehabilitation centre in Regina, along with five other acute care facilities located in Moosomin, Indian Head, Wolseley, Broadview and Fort Qu'Appelle. There are 31 Region-owned facilities and 11 affiliated long-term care facilities, seven primary health care sites, as well as several public health sites, community health centres, independent physician offices and private residences. For a list of urban, rural and affiliate facilities, please see page 18.

Many of the facilities are owned and operated by the Region, but the RQHR also works in partnership with affiliate health care organizations (see page 18).

**HOSPITAL CARE UTILIZATION**

| | 2013-14 | 2014-15 | 2015-16 |
|---|---|---|---|
| Average daily census | 650.67 | 654.01 | 637.55 |
| Average length of stay (days) | 6.3 | 6.3 | 6.3 |
| Births/newborn admissions | 4,234 | 4,253 | 4,353 |
| Emergency visits | 107,033* | 113,805* | 113,322* |
| General radiology procedures | 112,164 | 105,105 | 101,949 |
| Ultrasound procedures | 29,995 | 23,183 | 23,916 |
| Mammography procedures | 7,819 | 5,007 | 5,061 |
| Interventional procedures | 11,252 | 4,325 | 3,552 |
| MRI procedures | 16,630 | 17,743 | 17,470 |
| CT procedures | 118,526 | 59,992 | 46,558 |
| Nuclear medicine procedures | 12,329 | 7,838 | 7,720 |
| Bone mineral densitometry procedures | 4,262 | 4,102 | 4,187 |

* includes urban and rural visits

## HOSPITAL ADMISSIONS

| | 2013-14 | 2014-15 | 2015-16 |
|---|---|---|---|
| Medicine | 8,422 | 9,308 | 9,984 |
| Surgical | 10,185 | 11,025 | 9,646 |
| Cardiosciences | 2,498 | 2,409 | 2,254 |
| Neurosciences | 1,459 | 1,585 | 1,435 |
| In-patient Mental Health | 1,213 | 1,253 | 1,357 |
| Pediatrics | 2,031 | 2,006 | 1,952 |
| Critical Care | 1,966 | 2,061 | 1,894 |
| Women's Health & IP Neonate | 4,583 | 4,836 | 4,658 |
| Other | 1,683 | 1,251 | 924 |
| **Total** | **34,040** | **35,734** | **34,105** |

## ACUTE CARE SURGERY

| | 2013-14 | 2014-15 | 2015-16 |
|---|---|---|---|
| In-patient surgery | 11,904 | 11,795 | 10,975 |
| Outpatient surgery – operating room | 14,711 | 14,655 | 14,366 |
| **Total** | **26,615** | **26,450** | **25,341** |

## LABORATORY SERVICES

| | 2013-14 | 2014-15 | 2015-16 |
|---|---|---|---|
| Clinical Laboratory – orders placed | 1,137,580 | 1,167,338 | 1,197,151 |
| Clinical Laboratory – tests performed | 3,952,096 | 4,200,914 | 4,267,135 |
| Surgical Pathology, Hematopathology and Autopsy – case count | 43,670 | 46,851 | 47,891 |
| Cytopathology – case count | 58,495 | 57,003 | 56,464 |

| HOME CARE SERVICE HOURS | | | |
|---|---|---|---|
| | **2013-14** | **2014-15** | **2015-16** |
| Number of units* | 342,430** | 362,330** | 373,729 |

* A unit is an hour of service or one meal served via Meals on Wheels. Service hours include case management, nursing, home services, Meals on Wheels, physical and occupational therapies, social work and community support.

** Restated to be in accordance with current Primary Health Care Home Care service hour reporting practices.

| REGINA EMS* | | | |
|---|---|---|---|
| | **2013-14** | **2014-15** | **2015-16** |
| Rural responses | 783 | 706 | 699 |
| Out-of-district | 90 | 110 | 111 |
| Inter-facility | 3,891 | 3,247 | 3,434 |
| Urban responses | 14,214 | 15,321 | 15,300 |
| No transport calls | 5,833 | 5,744 | 5,999 |
| **Total Calls** | **24,811** | **25,128** | **25,543** |

* Regina EMS was 83.5 per cent compliant in responding to emergencies in under 8:59 minutes in 2015-16. The national benchmark for major urban centres is a compliance rate of 90 per cent.

# Academics

One of the Region's roles is to act as an academic and research centre for a variety of health science learners in southern Saskatchewan.

Of note is the growing number of medical learners (see chart on following page) who now call Regina home and are permanently located at the University of Saskatchewan's College of Medicine, Regina Campus at the Regina General Hospital.

To ensure that these learners receive a high-quality educational experience requires a significant amount of coordination, organization and commitment. In this past year, more than 50 RQHR employees actively supported and 400 physicians acted as preceptors for the program.

A key goal of the Regina campus is the recruitment and retention of local learners to the medical staff of the RQHR. The past year saw 19 University of Saskatchewan College of Medicine graduates join the RQHR medical practitioner community in a variety of key areas, including family medicine, emergency medicine, dermatology, gastroenterology, internal medicine, physical medicine and rehabilitation, psychiatry and pediatrics.

The popularity of the Dilawri Simulation Centre as a venue for both health science learners and practitioners to hone their clinical skills in a safe and interactive setting grew again in 2015-16. 3,707 learners (an 11 per cent increase from 2014-15) took part in educational sessions in the Centre and the team coordinated an additional 85 bookings for simulation equipment to travel outside the Centre – where learners used the equipment to practice in their own work environments and further enhance the realism of the sessions.

**MEDICAL LEARNERS**

| | **2013-14** | **2014-15** | **2015-16** |
|---|---|---|---|
| 2nd year medical students | 28 | 40 | 41 |
| 3rd year medical students | 38 | 39 | 35 |
| Junior undergraduate rotating student internship/clerks | 29 | 27 | 37 |
| Family Medicine residents | 29 | 27 | 25 |
| Geographically-based residents (Obstetrics/Gynecology, Psychiatry, Internal Medicine, Emergency Room) | 22 | 32 | 36 |
| Rotating students | 298 | *150 (approx.) | 166 |
| **Total** | **444** | **315** | **340** |

* With increased geographically based learners and changes to the surgical program, fewer rotating students were part of the campus in 2014-15. This number is anticipated to increase in 2015-16.

## Research

In 2015-16, the RQHR Research Ethics Board approved 108 new research studies. Since many studies require more than one year to complete, the Region was actively involved in 290 studies during the 2015-16 fiscal year.

There were 79 RQHR-affiliated physicians and staff members conducting research representing 49 clinical specialty areas.

Building better teams and providing better care continues to be the goal of those involved in academics and research within the RQHR.

The following pages show snapshots of some of the RQHR's key research projects for 2015-16.

HEALTH RESEARCH WEEK 2015

# OPTIMAL HEALTH CARE FOR CHILDREN

Dr. Juliet Soper is a general pediatrician and Head of the Department of Pediatrics in the Regina Qu'Appelle Health Region (RQHR). As a hospital based general pediatrician, she is part of a team who provide care to ill children in the pediatric unit and high acuity area at Regina General Hospital. Dr. Soper also works with the therapy team at Wascana Children's Program, providing anticipatory guidance for children with developmental concerns and with community based organizations such as Regina Children's Justice Centre to provide assessment, necessary treatments and support to children suspected of being victims of child maltreatment.

Since moving to Regina from New Zealand in 2012, she has focused her research efforts on promoting systems that facilitate the delivery of appropriate and optimal health care. Her training abroad has provided her with a unique perspective from which to view local processes.

Deeply rooted in real-world front line care issues, Dr. Soper has been a champion for young people in the RQHR. Her research seeks to ensure that they are receiving the best possible care while in our care. Sometimes, however, the best possible care means receiving fewer interventions. As such, Dr. Soper's studies have examined the overuse of standard procedures that can be traumatic to young children and/or that can lead to greater harm. For example, young children with fever and no identifiable focus for infection often receive IV antibiotics until blood cultures are negative at 48 hours. Minimizing the number of peripheral intravenous lines a child needs during an admission is desirable due to the anxiety and trauma that occurs with insertion. Other targeted areas for improvement include the reduction of unnecessary suctioning of babies born by caesarean section, and reducing unnecessary neuroimaging (CT or MRI) of children with simple febrile seizures.

## DR. JULIET SOPER
**Department of Pediatrics**

Dr. Soper continues to inspire medical graduates to pursue research in quality assurance monitoring and improving patient care through adherence to clinical standards. It is this "frontline" focus that ensures appropriate and efficient service delivery, but ultimately makes a difference in the lives of our patients.

RAWLCO CENTRE
for Mother Baby Care
NEW ZEALAND
child begins the w

## HEALTH RESEARCH WEEK 2015

From L to R: Lori Hopfauf, Taryn Lorencz, Dr. David McCutcheon, Stephanie Cook, Shannon Cowan, Roseann Nasser (missing Dr. Ron Taylor)

# HOSPITAL MALNUTRITION – TWO SMALL QUESTIONS CAN MAKE A DIFFERENCE

A recent study revealed that 45 per cent of people admitted to medical and surgical units in Canadian hospitals are malnourished. Being malnourished places you at a high risk of experiencing delayed wound healing, more complications, and longer hospital stays. Hospital malnutrition is not new, but until recently there was little information on how big of a problem it was in Canadian hospitals.

Thanks to a nationwide study led by Dr. Heather Keller from the University of Waterloo, there are important changes underway in the Regina Qu'Appelle Health Region (RQHR). A simple two question screening tool is being used to identify patients who are malnourished. Answering yes to both is considered a positive screen and means more nutritional assessments are needed.

- Have you lost weight in the past 6 months WITHOUT TRYING to lose this weight?
- Have you been eating less than usual FOR MORE THAN A WEEK?

The RQHR was selected as one of five locations in Canada to participate in the 18-month **"More 2 Eat"** study, which aims to find ways to improve the food intake and nutrition status of patients in the hospital by screening patients with those two simple questions. The local oversight team includes Dr. David McCutcheon (VP, Medicine), Lori Hopfauf (ED, Medicine), Stephanie Cook (Director, Nutrition & Food Services/NFS) and lead investigator, Roseann Nasser (Research Dietitian, NFS). A strong interdisciplinary steering committee has been assembled to identify areas for improvement and to implement a nutrition care pathway for all patients. This steering committee includes Shannon Cowan (Senior Dietitian), Taryn Lorencz (Director, Medicine) and Dr. Ron Taylor (Hospitalist).

# Key Partners

The Region works closely with a number of affiliated agencies and other health care organizations in providing services and programs to residents of the RQHR and the province.

An affiliate, as defined by *The Regional Health Services Act*, is an operator (other than the Region) of a hospital or a not-for-profit special care home. A health care organization, as defined by the *Act*, is an affiliate or an organization prescribed in regulation that receives funding from a regional health authority to provide a health service.

**Private Facilities:**

- Radiology Associates of Regina Medical P.C. Incorporated
- Open Skies MRI Diagnostics P.C. Inc.
- RCA Diagnostics Inc.
- Surgical Centre Incorporated
- Gamma-Dynacare Medical Laboratories

**Affiliate Facilities:**

- All Nations' Healing Hospital
- Raymore Community Health & Social Centre
- Extendicare (Canada) Inc. (Elmview, Parkside, Sunset)
- Cupar & District Nursing Home
- Lumsden & District Heritage Home
- Santa Maria Senior Citizen's Home
- Regina Lutheran Housing Corp.
- Salvation Army William Booth Special Care Home
- The Qu'Appelle Diocesan Housing Company

Other contracted organizations assist the RQHR in achieving its goals. The community-based organizations and third parties that receive funding through the Region in 2015-16 are:

- Canadian Red Cross
- Mutchmor Lodge
- North Central Community Association Inc.
- Planned Parenthood Regina
- Aids Programs South Saskatchewan
- All Nations Hope Network
- Carmichael Outreach
- Street Workers Advocacy Program (SWAP)
- Regina Palliative Care Inc.
- Cosmopolitan Learning Centre Inc.
- Leading Thunderbird Lodge Inc. (LTL)
- Canadian Mental Health Assoc./Regina Branch Inc.
- Mobile Crisis Services, Inc.
- Phoenix Residential Society
- Bayshore Home Health
- Ranch Ehrlo Society
- Rainbow Youth Centre Inc.
- Chip & Dale
- Regina Community Clinic
- Regina Recovery Homes Inc.
- Student Energy in Action for Regina Community Health Inc.
- City of Regina Transit Department
- Lumsden and Craven Seniors' Program Inc.
- Milestone Assisted Living Advisory Board

- Salvation Army Waterston Centre
- Autism Resource Centre
- Aboriginal Family Service Centre
- Regina Early Learning Centre
- Regina Open Door Society
- Stepping Stones Child Care Cooperative
- Hope's Home Incorporated
- Cupar Lions Volunteer Ambulance
- Hutch Ambulance Moosomin Inc.
- Imperial & District Volunteer Ambulance
- JT Ambulance Service Inc.
- Prairie Ambulance Care Ltd. (Balcarres)
- Rural Medical First Responder Teams (31 Teams)
- Strasbourg EMS – money routed through Saskatoon Health Region
- Soo Line Ambulance Assoc.
- 615672 Saskatchewan Ltd. o/a Touchwood EMS
- Valley Ambulance Care Ltd. (Fort Qu'Appelle)

# PROGRESS IN 2015-16

The RQHR is a key partner in the provincial planning process and works in collaboration with the Ministry of Health, Health Quality Council, 3sHealth, eHealth, Saskatchewan Cancer Agency and the 12 other provincial health regions. The Provincial Leadership Team, comprised of CEOs and Board Chairs from these organizations, have adopted four provincial strategies of Better Health, Better Care, Better Value and Better Teams.

For each of the provincial outcomes under the four Betters, the RQHR has developed a multi-year plan that sets targets and outlines year-by-year action plans. The following is a brief snapshot of the progress in 2015-16.

## Better Health

Improve population health through health promotion, protection and disease prevention, and collaborate with communities and different government organizations to close the health-disparity gap.

**Primary Health Care (PHC)**

**Five-Year Provincial Outcome**

- *By 2017, people living with chronic conditions will experience better health as indicated by a 30 per cent decrease in hospital utilization related to six common chronic conditions (diabetes (DM), coronary artery disease (CAD), chronic obstructive pulmonary disease (COPD), depression, congestive heart failure (CHF) and asthma).*

**Five-Year Provincial Improvement Targets**

- By March 31, 2016, TBD* per cent of patients with four common chronic conditions (DM, CAD, COPD and CHF) are receiving best practice care as evidenced by the completion of provincial flow sheets available through approved EMRs and the eHR viewer.

- By March 2017, there will be a 50 per cent improvement in the number of people who say, "I can access my PHC team for care on my day of choice, either in person, on the phone or via other technology."

- By March 31, 2020, 80 per cent of patients with six common chronic conditions (DM, CAD, COPD, CHF, depression and asthma) are receiving best practice care as evidenced by the completion of provincial templates available through approved electronic medical records (EMRs) and the eHR viewer.

*no target provided

### *RQHR Projects*

To achieve these five-year outcomes and improvement targets, RQHR PHC is currently developing an operational plan for community-based chronic disease prevention and management services.

One underlying principle of primary health care is that citizens can easily access everyday health services close to home. The creation of three urban and three rural Primary Health Care Networks over the last two years has paved the way for the creation of chronic condition services and programs in a number of community locations, removing some of the significant barriers to access that clients have experienced previously.

The operational plan will include a service delivery model that incorporates health promotion, prevention and self-management support for clients with a variety of chronic conditions provided by an interdisciplinary team within a local primary health care setting.

The overall plan will be finalized in September 2016; however much work was undertaken in 2015-16 to develop PHC COPD services as our starting point.

RQHR reviewed hospitalization data for the six chronic conditions and determined that COPD is the most significant concern for RQHR. PHC discussed this data with the RQHR Department of Family Medicine and they agreed that this is where PHC should be focusing its efforts.

In April 2015, the following individuals participated in a one-and-a-half day COPD Planning Session to discuss six patient value stream maps and data collected on existing services in RQHR: Patients, Interdisciplinary RQHR Providers, Family Physicians (6), Respirologist – Dr. Abdulla, Eagle Moon Health Office and the Lung Association.

The following goals and themes were identified in the COPD Planning Session in order to improve community services for clients with COPD. Three goals: improve services in all six PHC Networks; ensure equal opportunity for providers to participate, including Family Practitioners; and use leading practices in diagnosis, education, rehabilitation and management of COPD in the community. Four themes: Prevention; Diagnosis; Education and Rehab; and Navigation.

### *Results*

Since the COPD Planning Session, PHC has:

- performed 209 Spirometry tests in six PHC Networks. Spirometry tests are in-office breathing tests used to diagnose asthma, chronic obstructive pulmonary disease (COPD) and other conditions that affect breathing;

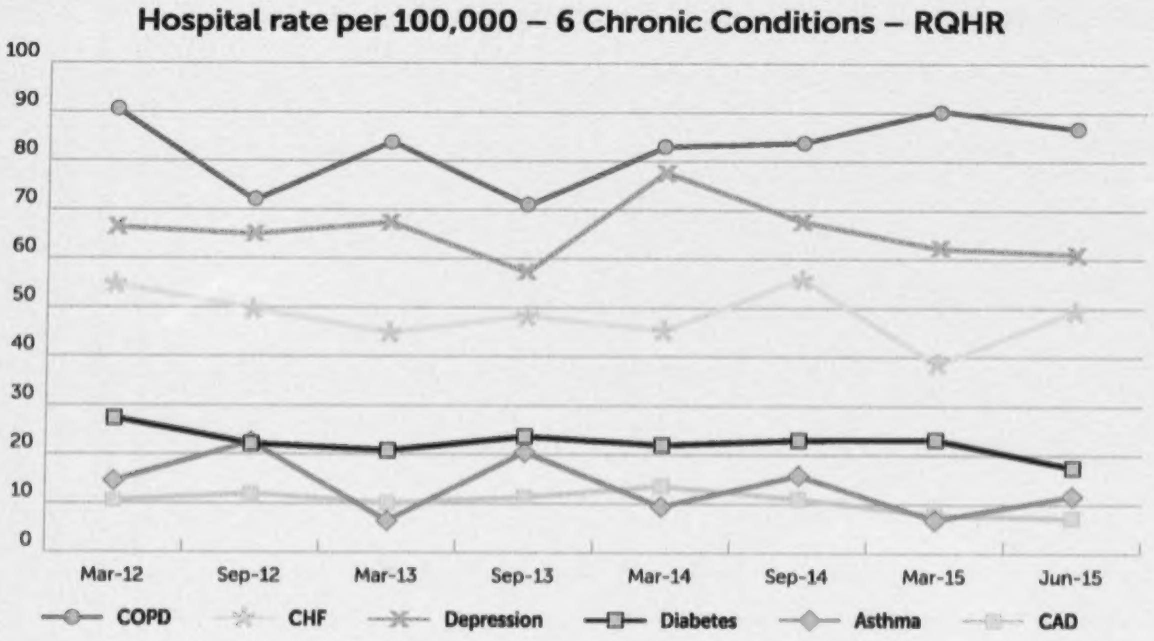
- trained 80 General Practitioners and 12 Nurse Practitioners in Spirometry Interpretation;

- developed community COPD programs rolling out in all six PHC Networks utilizing existing team members and resources;

- received Ministry support to continue training existing staff in COPD management; and
- received Ministry support to establish a Clinical COPD Pathway from Acute Care to Community.

***Measurement Results***

The focus during 2015-16 was to establish the "building blocks" for community-based COPD services. PHC continues to monitor the hospitalization rates for COPD in RQHR.



## Mental Health & Addictions (MH&A)

### Five-Year Provincial Outcome

- *By March 2019, there will be increased access to quality MH&A services and reduced wait times for outpatient and psychiatry services.*

### Five-Year Provincial Improvement Targets

- By March 31, 2016, a defined, staged implementation plan for the MH&A Action Plan is developed.
- By March 31, 2016, meet triage benchmarks for outpatient MH&A services 85 per cent of the time.
- By March 31, 2017, meet triage benchmarks for outpatient MH&A services 100 per cent of the time.

### *RQHR Projects*

RQHR has undertaken a variety of process improvement projects under the framework of the Balanced Care Model. The Balanced Care Model is intended to achieve 'balanced' access to services in both the inpatient and outpatient settings. Specific projects under the Balanced Care Model framework include:

- Reorganization of several small outpatient teams into the Community Outreach and Support Team (COAST) and Community Recovery services team;
- Creation, with the Regina Police Service, of the Police and Crisis Team (PACT);
- Initiation of pooled referrals for Psychiatrist appointments;
- Creation of electronic health records and improved clinical documentation;
- Establishment of a Consultation Liaison Team to provide better in-hospital care; and
- Assignment of hospitalist Psychiatrists to provide in-hospital care.

### *Results*

RQHR has been successful in achieving almost all of the outpatient wait-time benchmarks. All wait-time benchmarks for adults and adolescents and children are met for triage levels of severe and very severe. For moderate and mild cases, benchmarks are met for adult mental health outpatients. All triage categories for all addictions clients are met. Benchmarks are not met for child and youth psychiatry.

## Seniors

### Five-Year Provincial Outcome

- *By March 31, 2020, seniors who require community support can remain at home as long as possible, enabling them to safely progress into other care options as needs change.*

### Five-Year Provincial Improvement Targets

By March 31, 2017, the number of clients with a Method of Assigning Priority Levels (MAPLe) score of three to five living in the community supported by home care will increase by two per cent. The MAPLe score prioritizes client needs on five priority levels. Clients in the lowest priority level have no major functional, cognitive, behavioural, or environmental problems and are considered self-reliant. Research has demonstrated that the five priority levels are predictive of risk: individuals in the highest priority level are nearly nine times more likely to be admitted to a long-term care facility than are the lowest priority clients.

***RQHR Projects***

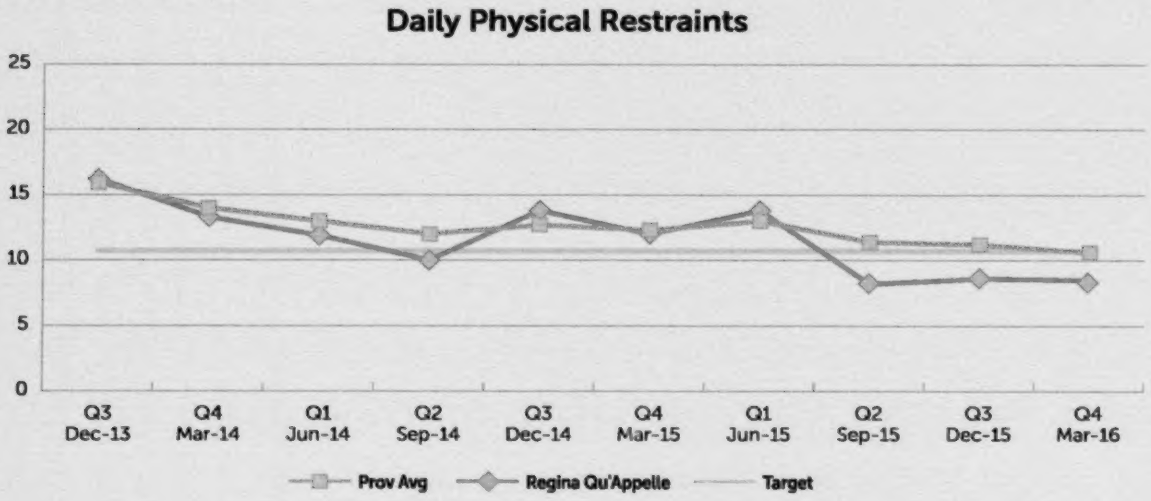
While not related specifically to the MAPLe score metric, RQHR has moved forward on the following projects related to seniors care:

- Enhancements to the Home First Quick Response Team to better meet demand;
- Seniors Home Visiting Program;
- Connecting to Care (which does not target seniors, but does provide services to seniors);
- Reducing anti-psychotic drug use in long-term care facilities; and
- Falls-reductions efforts in hospitals, long-term care facilities and at home.

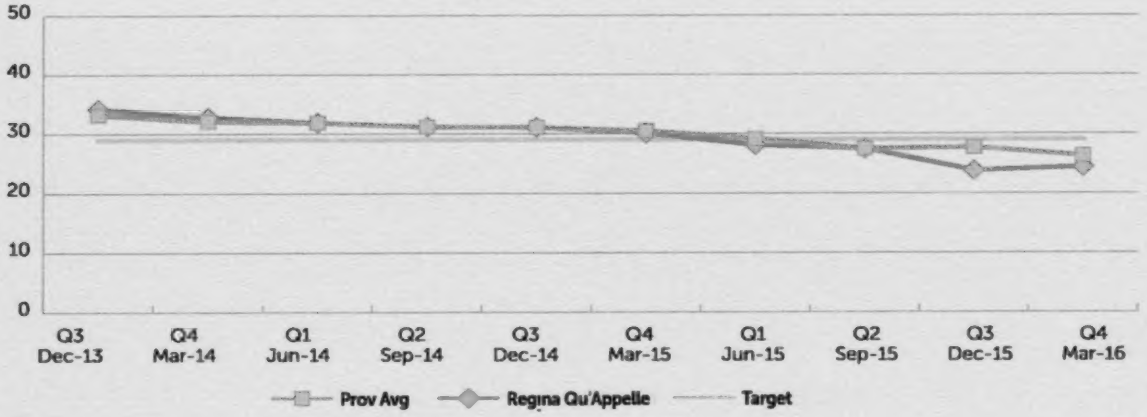
***Results***

In long-term care, the Region and the province monitor six quality indicators. For five of the six, RQHR is achieving better results than the provincial average, and for all indicators the trend line is moving in the right direction.

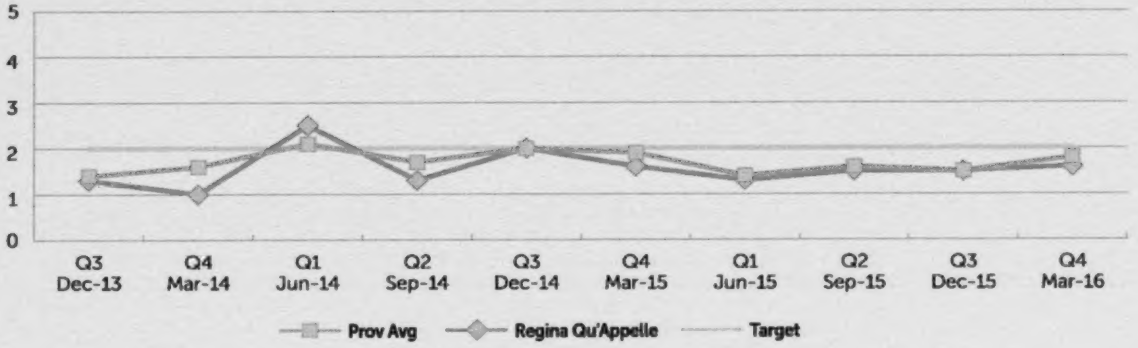
***Measurement Results***



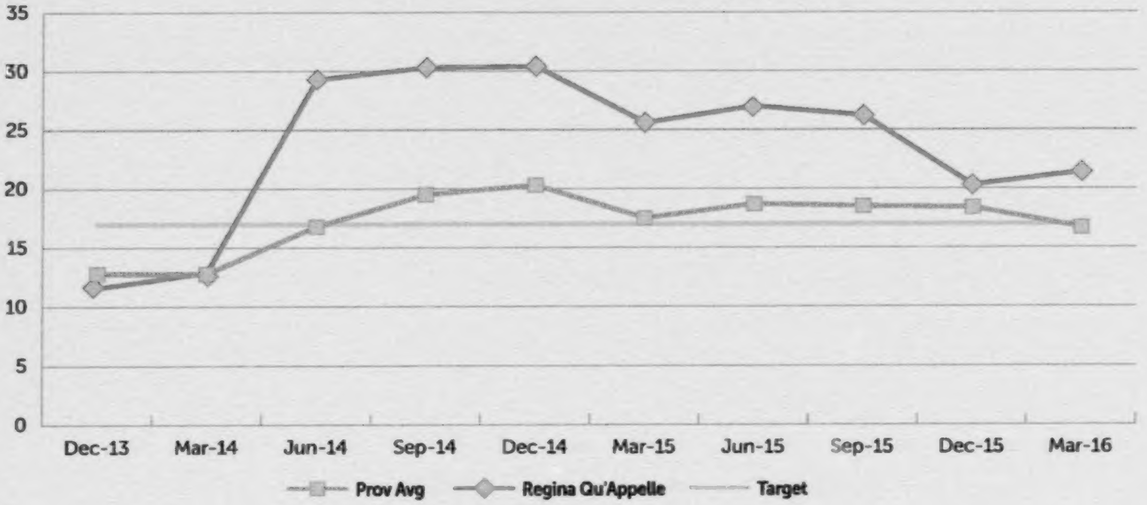
**Antipsychotic Use**

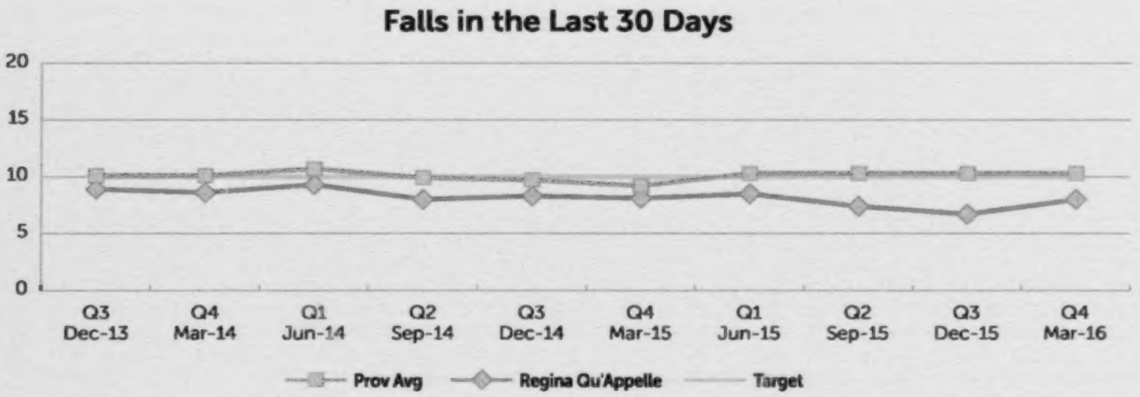


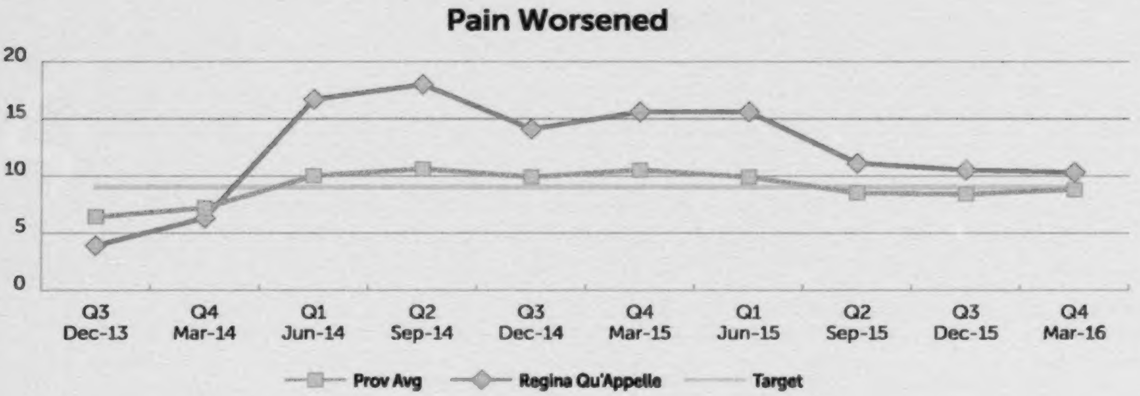
**Pressure Ulcers Worsened**



**Bladder Continence Worsened**







## Better Care

In partnership with patients and families, improve the individual's experience, achieve timely access and continuously improve health-care safety.

**Emergency Department Waits/Patient Flow**

### Five-Year Provincial Outcome

- *By March 31, 2019, there will be a 60 per cent reduction in Emergency Department (ED) wait times.*

### Five-Year Provincial Improvement Targets

- By March 31, 2016, the length of stay (LOS) in the ED for 90 per cent of admitted patients will be ≤ 22.3 hours (from the time a patient arrives in the ED to the time they are admitted to a bed).

- By March 31, 2016, the LOS in the ED for 90 per cent of non-admitted patients will be ≤ 5.9 hrs.

### *RQHR Projects*

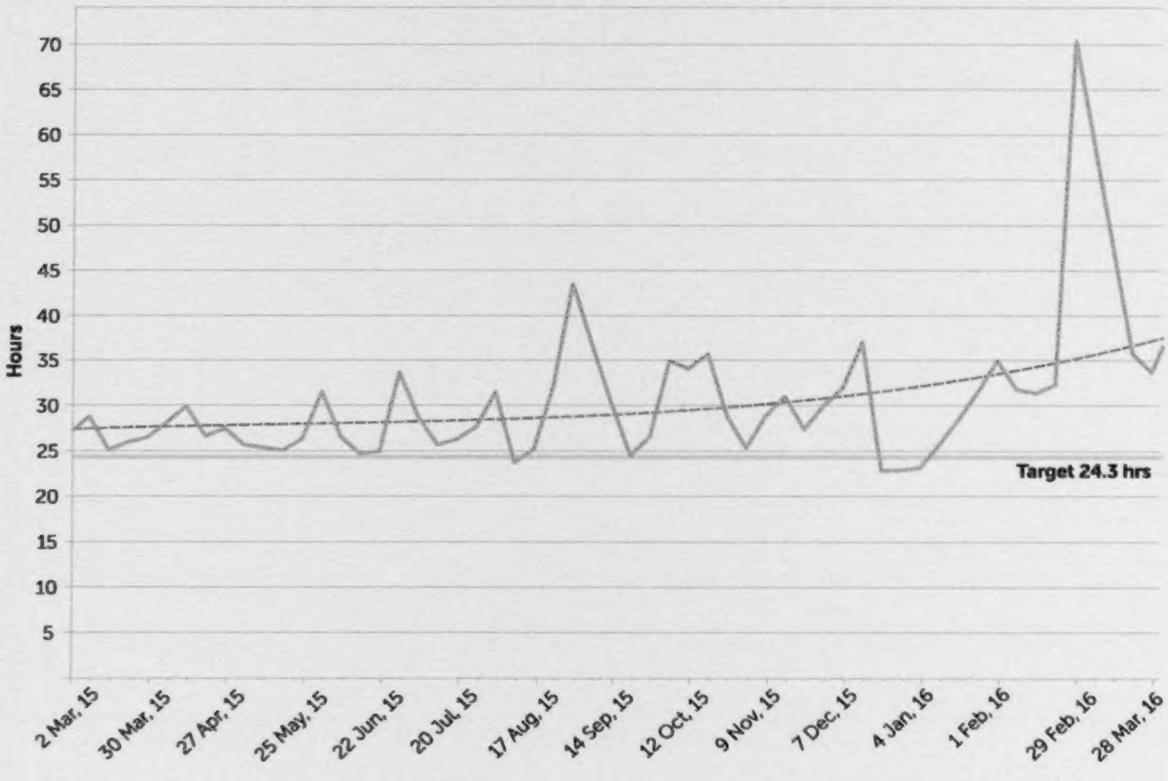
Patient Flow is a system issue, and therefore it takes the whole system to work together to make improvements. In 2015-16, all service lines and portfolios participated in an ED length of stay visioning session that resulted in a system-level, multi-year plan aimed at achieving a 60 per cent reduction in ED wait times by 2019. The multi-year plan established yearly activities and outcome targets for each portfolio. Over the course of the past 12 months, the Region initiated more than 25 improvement initiatives, and senior leaders conducted status reporting on a regular, bi-weekly basis.

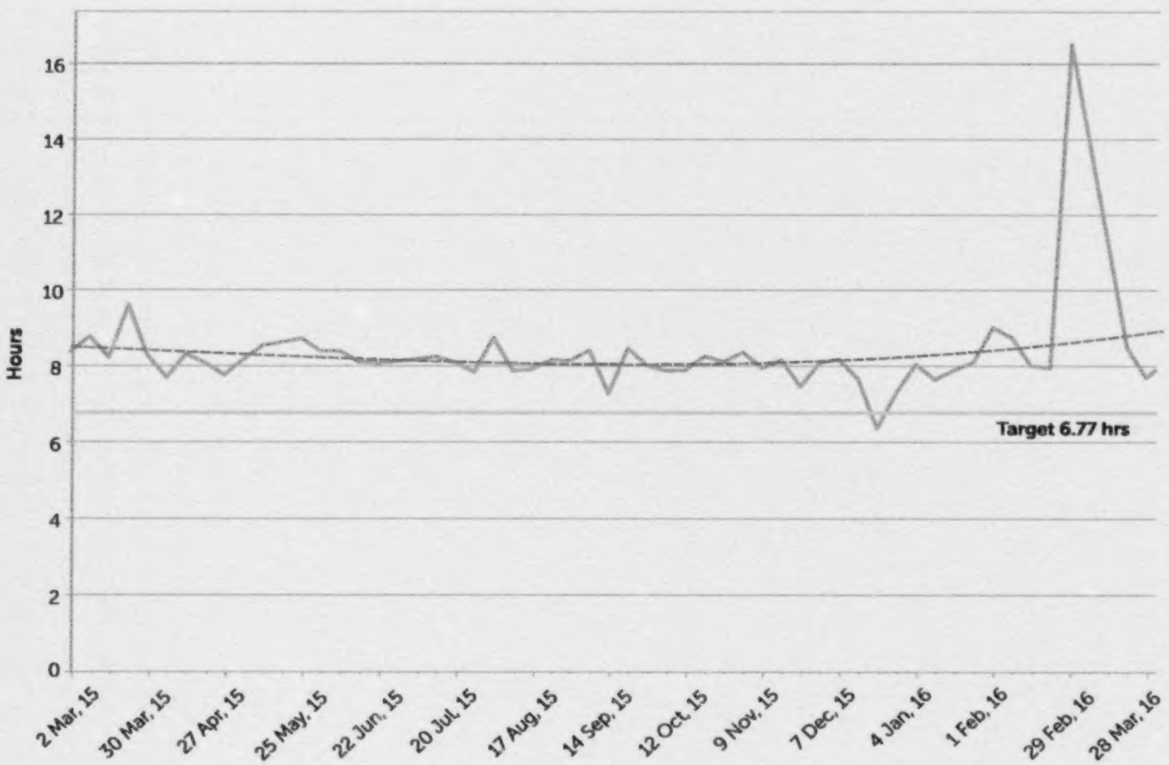
### *Results*

While RQHR did not achieve its ED length of stay targets for admitted and non-admitted patients in 2015-16, RQHR managed to reduce the overall urban ED length of stay by 10 min, despite a 3.6 per cent increase in the number of patients presenting to the ED. The Region's collective improvement initiatives across the health system have contributed to the ED managing this higher volume of patients and achieving some gains towards the provincial targets.

### *Measurement Results*

**ED LOS P90 (Admitted Patients)**




ED LOS P90 (Non-Admitted Patients)

### Improving access to Specialists and Diagnostics (Wait 1)

#### 5 Year Provincial Outcome

- *By March 31, 2019, there will be a 50 per cent decrease in wait time for appropriate referral from primary care provider to all specialists or diagnostics.*

#### 5 Year Provincial Improvement Target

- By March 2016, a provincial framework for an appropriate referral to a specialist or diagnostics is developed and tested.

#### *RQHR Projects*

The RQHR is one of two pilot groups that work with the Ministry of Health to test the provincial model for Wait 1. The RQHR Hip and Knee Treatment and Research Centre has initiated multiple improvement projects to reduce the Wait 1 times. In addition, the Hip and Knee Treatment and Research Centre began using an online patient satisfaction survey tool in the fall of 2015. This tool was developed to measure patient satisfaction across the region.

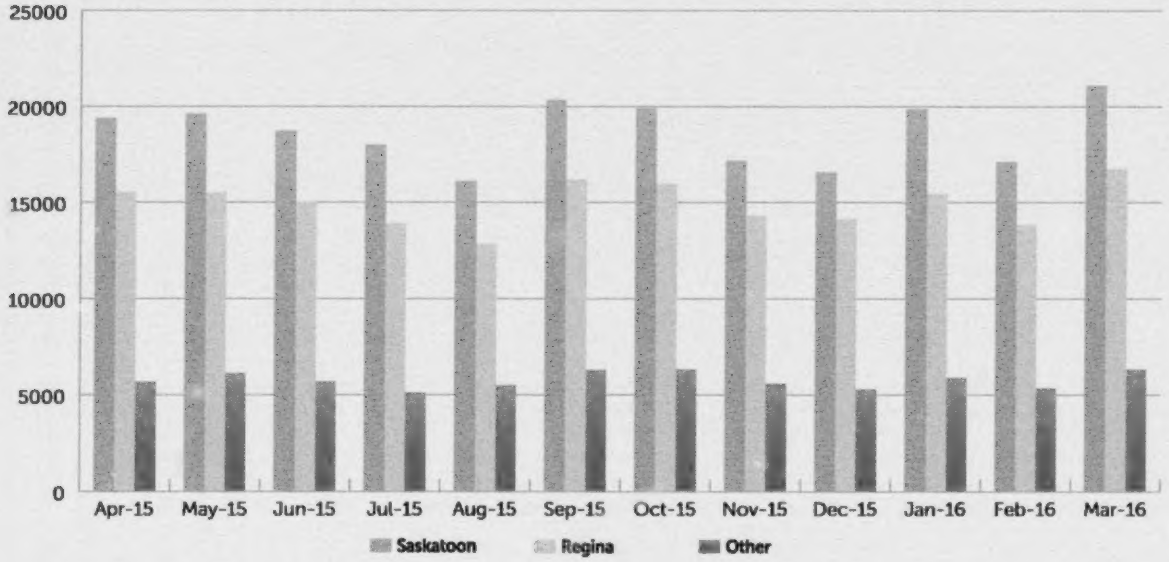
In 2016-17, the RQHR will be participating in the *Intelligent Intake* pilot with the Saskatoon Spine Pathway. RQHR will also continue to participate in the testing of the provincial model, which is designed to effect a reduction in wait times by 50 per cent.

***RQHR Results***

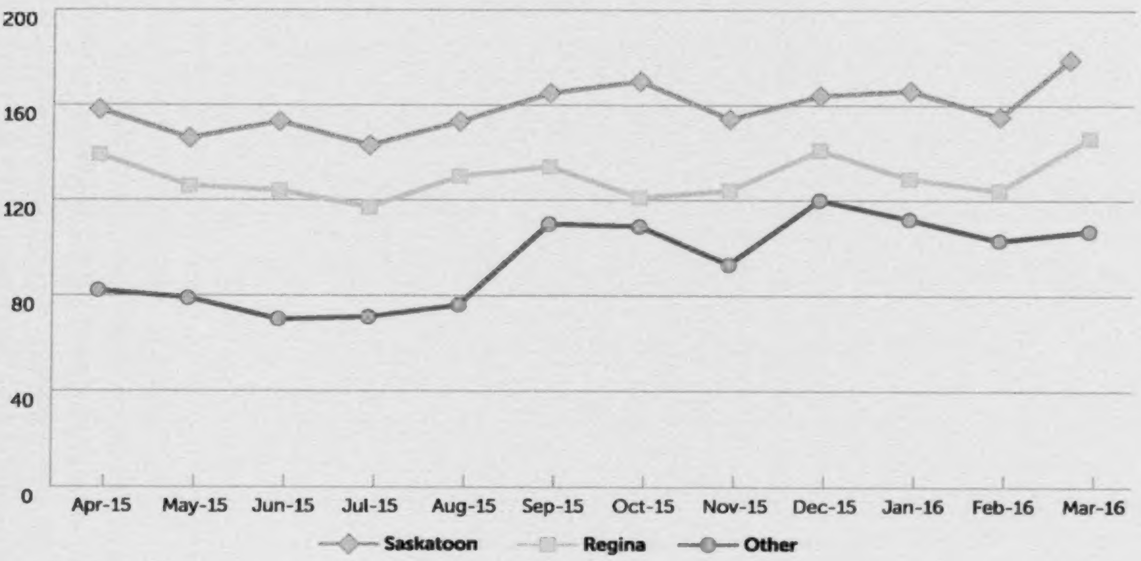
The work toward improving wait times from general practitioner to specialist/diagnostics is led at the provincial level. Overall, the project is not considered to be meeting the target, due to delay in measuring and reporting wait times (specifically, validation of accurate data by specialist and development of the Service Catalogue and Specialist Directory).

***Measurement Results***

**Provincial Leadership Team January 2016 Wall Walk Update**
**Wait 1: Specialist Consults Volume and No. of Specialists**



**Provincial Leadership Team January 2016 Wall Walk Update**
**Wait 1: Average time, in days, a patient waits to be seen by a specialist, all specialties, SK**



## Appropriateness of Care

### 5 Year Provincial Outcome

- *By March 2018, 80 per cent of clinicians in three selected clinical areas within one or more service lines will be utilizing agreed upon best practices.*

### 5 Year Provincial Improvement Targets

- By March 31, 2017, there will be at least two clinical areas with deployed care standards at the provincial level.

### *RQHR Projects*

An Appropriateness of Care core team was put into place in 2015-16. This team has been working with physician leaders within RQHR to implement department specific projects. Researched best practices and organizational initiatives were used to define six strategies from which the physician leaders selected their projects:

- Replication of Intermountain Health strategies
- Choosing Wisely Canada Guidelines
- Review of RQHR Pre-printed Orders
- Review of current RQHR Clinical Guidelines and Pathways

- Appropriate resource use
- Other:
  - Surgery – indication; extent; procedure
  - Records Management

Based on these strategies, the medical departments chose 20 projects, which were either initiated in 2015-16 or scheduled for commencement. RQHR's plan for next year includes:

- Appropriate use of Laboratory resources by Primary Care Physicians;
- Development of the protocol for screening for Pulmonary Embolism;
- Use of drug triage tests for patients presenting to Emergency Department with psychiatric presentations;
- Development of a Delirium Care Pathway; and
- Reducing surgical site infections in patients having caesarean sections and hysterectomy.

***Results***
The results of 2015-16 activity:

- Physician pre-printed orders were designed, reviewed, revised in many medical departments;
- A new pre-printed order was introduced in all medical inpatient units;
- Regular audits were conducted in the following areas:
  - urinary bladder catheterization, documentation of admission history and physical plan of care communication, documentation of progress note, task list utlilization by nursing, doctors' last visit date record in patient chart;
- Management of barriers to discharge;
- Developing protocols for appropriate pre-operative testing for all patients;
- Eliminated necessary routine investigations and implemented customized investigations for critically ill patients;
- Developed a Prostate care pathway for RQHR;

- Developed a Stroke Pathway for RQHR;

- Developed the Asthma Care Pathway for children in RQHR;

- Audited and managed daily operating times to reduce case cancellations; and

- Reviewed the clinical management for skin abscess.

## Better Value

Achieve best value for money, improve transparency and accountability, and strategically invest in facilities, equipment and information infrastructure.

### Financial Sustainability

**5 Year Provincial Outcome**

- *Ongoing, as part of a multi-year budget strategy, the health system will bend the cost curve by achieving a balanced or surplus budget.*

**5 Year Provincial Improvement Targets**

- All health system partner organizations will be in a balanced or surplus year-end financial position in 2015-16.

- Shared services activities will produce $10 million net new savings in 2015-16.

***RQHR Projects***

The Region is committed to being a good steward of health care system resources, which includes reducing costs to align with available resources, and delivering expected services in the most efficient and effective manner possible, without sacrificing quality and safety. In 2015-16, financial management initiatives included:

- Implementing 11 cost-reduction initiatives to address the Region's preliminary estimated financial challenge of $38 million. Targets were attached to each initiative and Vice President leads reported monthly on the progress of reaching the target.

- Enhanced focus on financial accountability at all levels of the Region. Regular reporting on financial results, challenges, opportunities and corrective action plans to balance budgets.

- Efficiency Target Initiatives (ETI) steering committee focused on foundational strategic priorities that lead to long-term financial sustainability. Initiatives under ETI in 2015-16 included:

    - Creating conditions for front-line manager success, particularly related to financial management;

  - Master roster staff scheduling reviews undertaken in all clinical areas;
  - Overtime reviews; and
  - Workforce optimization.
- Creation of a short-term Workforce Optimization Task Team (WOTT). Dedicated resources were allocated to this initiative, and the team developed a process to understand the financial issues and challenges of the Region, identified specific departments with which to perform deep dive reviews and provided specific recommendations for those areas to manage their budgets. The team also provided recommendations on broader system observations that will form part of the Region's 2016-17 sustainability work.
- The Region continued its quality improvement work throughout the organization.
- Participation in shared-service opportunities with 3sHealth, other Regional Health Authorities and the Saskatchewan Cancer Agency.

***Results***

The RQHR ended 2015-16 with a deficit of $15.2 million (1.4 per cent of total operating expenditures), compared to a deficit of $16.1 million (1.6 per cent of total operating expenditures in 2014-15.) The Region continued to have significant challenges in balancing the budget, due most notably to:

- Increasing population and demographic changes resulting in growing demand for services;
- Planned investments to respond to a growing, complex and changing environment
  - Physician leadership structure and service expansion
  - Sask. Healthcare Management System
  - 3sHealth shared service opportunities;
- High levels of staff movement causing increased overtime resulting in filling vacant lines at overtime rates and increased orientation time; and
- Occupancy in medical inpatient beds consistently higher than the 95 per cent target resulting in increased staffing and other costs.

## Infrastructure

### 5 Year Provincial Outcome

- *By March 31, 2017, all infrastructures (IT, equipment and facilities) will integrate with provincial strategic priorities, be delivered with a provincial plan and adhere to provincial strategic work.*

### 5 Year Provincial Improvement Targets

- By March 31, 2016, have delivered results on three high-impact capital areas that address high risk for critical failure using alternative funding/delivery options.

- By March 31, 2016, common criteria and options for investing are used to vet all capital investments.

### *RQHR Projects*

The Region continues to identify and manage infrastructure (facilities, equipment and information technology) risks within available resources. RQHR is committed to working with the Ministry of Health and partners such as eHealth to find solutions to address the growing deficit in infrastructure and improve system sustainability.

High impact capital areas were not identified for RQHR as part of the provincial deliverables for 2015-16.

### *Results*

RQHR has a number of key decision-making and oversight committees to provide direction and oversight for all capital investments:

- A Capital Oversight Committee was established in 2015-16 to support capital asset strategy development, to develop capital investment priorities and to provide oversight to annual and multi-year capital budgeting for the RQHR. Working groups focused on facilities and equipment support this Committee.

- In addition, the Information Management and Information Technology Steering Committee continues to provide leadership, strategic advice, direction and oversight for the annual and multi-year Information Management and technologies priorities and planning.

# Better Teams

Build safe, supportive and quality workplaces that support patient-and-family-centred care and collaborative practices, and develop a highly skilled, professional and diverse workforce that has a sufficient number and mix of service providers.

## Culture of Safety

### Five-Year Provincial Outcome

- *To achieve a culture of safety, by March 31, 2020, there will be no harm to patients or staff.*

### Five-Year Provincial Improvement Targets

- By March 2018, fully implement a provincial Safety Alert/Stop the Line (SA/STL) process throughout Saskatchewan.

- By March 31, 2018, all regions and the Cancer Agency will implement the six elements of the Safety Management System (SMS): Management & Leadership, Hazard Identification & Control, Training & Communications, Inspections, Reporting & Investigation, and Emergency Response.

- By March 31, 2019, all regions and the Cancer Agency receive a 75 per cent evaluation score on the implementation of the elements of the SMS.

- By March 2019, there will be zero shoulder and back injuries.

### *RQHR Projects*

Safe, quality care is at the heart of what the RQHR does on a daily basis. To achieve the outcome of no harm to patients and staff, the RQHR has made progress on the Stop the Line project and has continued to drive the Workplace Safety strategy across the region. Stop the Line represents an important evolution in safety practice, by placing importance on both the safety of our patients and the safety of our staff and practitioners.

### *Results*

The Region finalized the SA/STL policy and procedure. To support this, a comprehensive communication and resource package was developed to facilitate implementation of the policy and procedure across the Region. Key elements of the resource package included:

- Educational video, featuring patient experiences and STL scenarios; and

- A manager tool kit.

In support of the improvement targets goal, we also focused on activities related to:

- Back and shoulder injury reduction through development and introduction of a skills audit tool for use by front-line employees and managers;

- Implemented the hazard identification and assessment component of the provincial SMS;
- Completed a comprehensive, Region-wide workplace violence assessment; and
- Developed and implemented a workplace violence policy.

Employee Health & Safety and Patient Safety collaborated on Stop the Line in partnership with Patient Safety/Risk Management.

***Measurement Results***

RQHR achieved all work plan deliverables for the Safety Alert/Stop the Line Policy and Procedure.

The key metric for staff injury is the number of Workers' Compensation Board (WCB) Lost Time Claims per 100 full time equivalents (FTE). In 2015-16, Lost Time Claims fell to 5.4/100 FTE. We did not meet the target of 2.8/100 FTE; however, workplace injuries were reduced by 10 per cent in 2015-16, and by 35 per cent from the base line established in 2011-12.

REGINA QU'APPELLE HEALTH REGION

# FINANCIAL
# 2015-2016
# REPORT

Regina Qu'Appelle
HEALTH REGION

# MANAGEMENT REPORT

May 26, 2016

REGINA QU'APPELLE HEALTH REGION REPORT OF MANAGEMENT

The accompanying financial statements are the responsibility of management and are approved by the Regina Qu'Appelle Regional Health Authority (the Board). The financial statements have been prepared in accordance with Canadian Public Sector Accounting Standards and the Financial Reporting Guide issued by Saskatchewan Health, and of necessity include amounts based on estimates and judgments. The financial information presented in the Annual Report is consistent with the financial statements.

Management maintains appropriate systems of internal control, including policies and procedures, which provide reasonable assurance that the Region's assets are safeguarded and the financial records are relevant and reliable.

The Board delegates the responsibility of reviewing the financial statements and overseeing management's performance in financial reporting to the Audit, Finance and Risk Committee. The Audit, Finance and Risk Committee meets with the Board, management and the external auditors to discuss and review financial matters, and recommends the financial statements to the Board for approval. The Board approves the Annual Report and, with the recommendation of the Audit, Finance and Risk Committee, approves the financial statements.

The appointed auditor conducts an independent audit of the financial statements. The auditor's report expresses an opinion on the fairness of the financial statements prepared by management.

Chief Executive Officer

Chief Financial Officer

# FINANCIAL OVERVIEW 2015-16

For the year ended March 31, 2016, RQHR recorded a deficit of $15.2 million compared to a balanced budget target and a deficit of $16.1 million in 2014-15. This equates to 1.4 per cent of total operating expenditures (1.6 per cent in 2014-15), approximately five days of average spending for the RHA. In total, the Ministry of Health provided $946.3 million or 91.0 per cent of operating funding ($925.9 million in 2014-15, or 91.4 per cent of operating funding).

During the 2015-16 fiscal year, operating revenue totaling $1.039 billion was received, an increase of 2.7 per cent over 2014-15. Budgeted revenue for 2015-16 was $1.016 billion, resulting in a favourable revenue variance of $23.7 million. Ministry of Health funding of compensation and medical remuneration revenue of $11.2 million, in excess of budget, contributed to the favourable variance, as well as an additional $2.3 million of compensation revenue recoveries from third parties. The RHA received $4.4 million of unbudgeted revenue related to a distribution of surplus funds from the Workers' Compensation Board (WCB) during 2015-16. The Region also received an in-year payment of $2.0 million from the Ministry of Health to address current year operating pressures, as well as $0.5 million to offset lost revenue due to closed long-term care beds. This $0.5 million was used to ensure 12 long term care beds previously funded by Veteran's Affairs Canada (VAC) stayed open and available to residents of the Region. VAC revenue was anticipated to decrease by $1.3 million in 2015-16 due to a projected decrease in the number of veterans in long-term care. However, the actual VAC patient days did not decrease as expected, contributing to the favourable revenue variance.

Operating expenditures of $1.055 billion were incurred by the RHA in 2015-16, compared to budgeted expenditures of $1.016 billion, an unfavourable variance of $38.9 million. This is an increase of $26.0 million, or 2.5 per cent, compared to 2014-15. Salary and benefit costs, including medical remuneration, accounted for approximately 73.7 per cent of total operating expenditures (72.9 per cent in 2014-15) and these costs contributed to 71 per cent of the unfavourable expense variance. The $1.055 billion in costs were distributed as follows:

- $699 million or 66.2 per cent ($694 million or 67.4 per cent in 2014-15) was spent to provide services to patients and residents in our facilities;
- $132 million or 12.5 per cent ($125 million or 12.1 per cent in 2014-15) was spent on community health programs, including home care, primary health care, mental health and addiction services, and emergency response services;
- $156 million or 14.8 per cent ($153 million or 14.8 per cent in 2014-15) was spent on operational support such as laboratory and pharmacy services; and
- $68 million or 6.5 per cent ($57 million or 5.7 per cent in 2014-15) was spent on support and ancillary services.

Managing human resource costs was a challenge for the RHA in 2015-16. The RHA experienced volume increases due to a growing and demographically changing population, resulting in an increase to services provided. Although progress was made at reducing overtime expenditures (reduction of 9.8 per cent over 2014-15) the RHA did not meet its target reduction of 33 per cent. The RHA continues to experience high levels of staff movement resulting in high orientation costs. Aging building infrastructure resulted in an increase of 4.7 per cent to repair and maintenance costs over 2014-15.

During the year, the RHA provided funding of $70.2 million ($68.2 million in 2014-15) to prescribed health care organizations and other third parties for the provision of health services. Additional information can be found in Note 10 b) of the audited financial statements.

Capital expenditures for 2015-16 totaled $18.1 million, with approximately 61.9 per cent of funding provided by the Ministry of Health, compared to $20.9 million in 2014-15 and 54.6 per cent of funding provided by the Ministry of Health. The remainder of the RHA's funding was provided by various sources, such as foundations and rural trust contributions.

The RHA is responsible for managing various community trust funds. These funds reflect the community generated assets, which were transferred to the RHA in accordance with the pre-amalgamation agreements. Detailed information regarding these funds can be found in note 2 b) iii) and Schedule 3 of the audited financial statements.

The RHA has outstanding mortgages totaling $4.8 million as at March 31, 2016 ($5.4 million as at March 31, 2015). Mortgages are held on several of the special care homes and are secured through the land and buildings of the special care homes. Further information related to the RHA's debt is disclosed in note 5 of the audited financial statements.

PROVINCIAL AUDITOR
*of Saskatchewan*

## INDEPENDENT AUDITOR'S REPORT

To: The Members of the Legislative Assembly of Saskatchewan

I have audited the accompanying financial statements of Regina Qu'Appelle Regional Health Authority, which comprise the statement of financial position as at March 31, 2016, and the statement of operations, statement of changes in fund balances, and statement of cash flow for the year then ended, and a summary of significant accounting policies and other explanatory information.

*Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards for not-for-profit organizations and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

*Auditor's Responsibility*

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

*Opinion*

In my opinion, the financial statements present fairly, in all material respects, the financial position of Regina Qu'Appelle Regional Health Authority as at March 31, 2016, the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards for not-for-profit organizations.

Judy Ferguson

Regina, Saskatchewan
May 26, 2016

Judy Ferguson, FCPA, FCA
Provincial Auditor

[illegible]
[illegible]
[illegible]

Statement 1

## Statement of Financial Position

As at March 31, 2016
(in thousands of dollars)

| | | Restricted Funds | | | |
|---|---|---|---|---|---|
| | Operating Fund | Capital Fund | Community Trust Fund | Total 2016 | Total 2015 (Note 18) |
| **ASSETS** | | | | | |
| **Current Assets** | | | | | |
| Cash & short-term investments (Schedule 2) | $ – | $ – | $ 633 | $ 633 | $ 5,750 |
| Accounts receivable | | | | | |
| Ministry of Health – General Revenue Fund | 6,904 | – | – | 6,904 | 2,613 |
| Other | 14,720 | 1,879 | 14 | 16,613 | 17,218 |
| Due (to)/from other funds | (11,207) | 10,975 | 232 | – | – |
| Inventory | 4,140 | – | – | 4,140 | 4,165 |
| Prepaid expenses | 5,955 | – | – | 5,955 | 7,540 |
| | 20,512 | 12,854 | 879 | 34,245 | 37,286 |
| **Investments** (Notes 14(c) & 14(d) & Schedule 2) | – | – | 629 | 629 | 850 |
| **Due From Local Governments** (Note 5) | – | 43 | – | 43 | 43 |
| **Capital Assets** (Note 3) | – | 301,778 | – | 301,778 | 317,114 |
| **Total Assets** | $ 20,512 | $ 314,675 | $ 1,508 | $ 336,695 | $ 355,293 |
| **LIABILITIES AND FUND BALANCES** | | | | | |
| **Current Liabilities** | | | | | |
| Bank overdraft | $ 7,500 | $ – | $ – | $ 7,500 | $ – |
| Accounts payable | 40,584 | 456 | – | 41,040 | 42,230 |
| Accrued salaries | 25,182 | – | – | 25,182 | 16,933 |
| Vacation payable | 56,085 | – | – | 56,085 | 51,652 |
| Long-term debt & mortgages – current (Note 5) | – | 637 | – | 637 | 643 |
| Deferred revenue (Note 6) | 11,963 | – | – | 11,963 | 18,542 |
| | 141,314 | 1,093 | – | 142,407 | 130,000 |
| **Long-Term Liabilities** | | | | | |
| Debentures (Note 7) | – | 2,474 | – | 2,474 | 2,378 |
| Long-term debt & mortgages (Note 5) | – | 4,144 | – | 4,144 | 4,796 |
| Employee future benefits (Note 11) | 25,767 | – | – | 25,767 | 25,334 |
| **Total Liabilities** | 167,081 | 7,711 | – | 174,792 | 162,508 |
| **Fund Balances** | | | | | |
| Invested in capital assets | – | 294,523 | – | 294,523 | 309,297 |
| Externally restricted (Schedule 3) | – | 11,396 | 1,508 | 12,904 | 13,475 |
| Internally restricted (Schedule 4) | (753) | 1,045 | – | 292 | 114 |
| Unrestricted | (145,816) | – | – | (145,816) | (130,101) |
| **Total Fund Balances** (Statement 3) | (146,569) | 306,964 | 1,508 | 161,903 | 192,785 |
| **Total Liabilities & Fund Balances** | $ 20,512 | $ 314,675 | $ 1,508 | $ 336,695 | $ 355,293 |

Contractual Obligations (Note 4)

Approved by the Board of Directors

Chairperson, Regina Qu'Appelle Regional Health Authority

Vice Chairperson, Regina Qu'Appelle Regional Health Authority

*The accompanying notes and schedules are part of these financial statements.*

Statement 2

## Statement of Operations

For the year ended March 31, 2016
(in thousands of dollars)

| | Operating Fund | | | Restricted Funds | | | |
|---|---|---|---|---|---|---|---|
| | Budget 2016 | 2016 | 2015 | Capital 2016 | Community Trust 2016 | Total 2016 | Total 2015 |
| | (Note 12) | | (Note 18) | | | | (Note 18) |
| **REVENUES** | | | | | | | |
| Ministry of Health general revenue fund | $ 932,090 | $ 946,312 | $ 925,914 | $ 11,732 | $ – | $ 11,732 | $ 13,799 |
| Other provincial | 10,861 | 15,950 | 10,935 | 339 | – | 339 | 520 |
| Federal government | 6,244 | 8,064 | 6,840 | – | – | – | – |
| Patient and client fees | 25,981 | 26,259 | 26,069 | – | – | – | – |
| Out of province (reciprocal) | 11,399 | 10,166 | 11,499 | – | – | – | – |
| Out of country | 1,152 | 2,509 | 1,247 | – | – | – | – |
| Donations | 1,004 | 1,705 | 1,148 | 5,243 | 62 | 5,305 | 8,040 |
| Ancillary | 7,988 | 8,147 | 7,022 | – | – | – | – |
| Investment | 176 | 43 | 176 | – | 24 | 24 | 24 |
| Recoveries | 12,234 | 13,435 | 13,876 | – | – | – | – |
| Research grants | – | 161 | 286 | – | – | – | – |
| Other | 6,631 | 6,739 | 7,505 | 285 | – | 285 | 2,941 |
| Total Revenues | 1,015,760 | 1,039,490 | 1,012,517 | 17,599 | 86 | 17,685 | 25,324 |
| **EXPENSES** | | | | | | | |
| Inpatient & resident services | | | | | | | |
| Nursing administration | 3,704 | 3,655 | 3,989 | – | – | – | – |
| Acute | 211,103 | 216,095 | 221,009 | 10,035 | 6 | 10,041 | 8,832 |
| Supportive | 119,475 | 124,072 | 120,803 | 1,614 | 93 | 1,707 | 2,044 |
| Integrated | 20,356 | 21,665 | 21,564 | 400 | 7 | 407 | 412 |
| Rehabilitation | 6,421 | 6,899 | 6,746 | 577 | – | 577 | 566 |
| Mental health & addictions | 11,074 | 13,013 | 12,652 | – | – | – | – |
| Total Inpatient & resident services | 372,133 | 385,399 | 386,763 | 12,626 | 106 | 12,732 | 11,854 |
| Physician compensation | 89,978 | 91,830 | 88,674 | – | – | – | – |
| Ambulatory care services | 90,863 | 91,212 | 91,358 | 1,293 | – | 1,293 | 338 |
| Diagnostic & therapeutic services | 130,358 | 130,474 | 126,906 | 439 | – | 439 | 687 |
| Community health services | | | | | | | |
| Primary health care | 20,501 | 37,859 | 17,889 | 112 | – | 112 | 111 |
| Home care | 34,757 | 24,652 | 36,510 | 12 | – | 12 | 13 |
| Mental health & addictions | 27,643 | 28,218 | 27,648 | 6 | – | 6 | 7 |
| Population health | 20,001 | 17,919 | 21,182 | 21 | – | 21 | 16 |
| Emergency response services | 17,325 | 18,893 | 17,389 | 1,599 | – | 1,599 | 1,544 |
| Other community services | 4,551 | 4,490 | 4,129 | – | – | – | – |
| Total Community health services | 124,778 | 132,031 | 124,747 | 1,750 | – | 1,750 | 1,691 |
| Support Services | | | | | | | |
| Employee future benefits | – | 433 | 155 | – | – | – | – |
| Program support | 51,277 | 54,722 | 51,605 | 1,602 | – | 1,602 | 1,520 |
| Operational support | 155,413 | 155,594 | 152,753 | 15,215 | – | 15,215 | 15,056 |
| Other support | (2,844) | 9,033 | 2,935 | – | – | – | – |
| Total Support services | 203,846 | 219,782 | 207,448 | 16,817 | – | 16,817 | 16,576 |
| Ancillary | 3,804 | 3,963 | 2,767 | 335 | – | 335 | 331 |
| Total Expenses (Schedule 1) | 1,015,760 | 1,054,691 | 1,028,663 | 33,260 | 106 | 33,366 | 31,477 |
| Deficiency of revenue over expenses | $ – | $ (15,201) | $ (16,146) | $ (15,661) | $ (20) | $ (15,681) | $ (6,153) |

*The accompanying notes and schedules are part of these financial statements.*

Statement 3

## Statement of Changes in Fund Balances

For the year ended March 31, 2016
(in thousands of dollars)

| | | Restricted Funds | | |
|---|---|---|---|---|
| **2016** | **Operating Fund** | **Capital Fund** | **Community Trust Fund** | **Total 2015** |
| Fund balance, beginning of year | $ (130,999) | $ 322,247 | $ 1,537 | $ 192,785 |
| Deficiency of revenues over expenses | (15,201) | (15,661) | (20) | (30,882) |
| Interfund transfers (Note 15) | (369) | 378 | (9) | - |
| Fund balance, end of year | $ (146,569) | $ 306,964 | $ 1,508 | $ 161,903 |

| | | Restricted Funds | | |
|---|---|---|---|---|
| **2015** | **Operating Fund** | **Capital Fund** | **Community Trust Fund** | **Total 2015** |
| Fund balance, beginning of year | $ (114,406) | $ 327,847 | $ 1,643 | $ 215,084 |
| Deficiency of revenues over expenses | (16,146) | (6,109) | (44) | (22,299) |
| Interfund transfers (Note 15) | (447) | 509 | (62) | - |
| Fund balance, end of year | $ (130,999) | $ 322,247 | $ 1,537 | $ 192,785 |

*The accompanying notes and schedules are part of these financial statements.*

## Statement of Cash Flow

For the year ended March 31, 2016
(in thousands of dollars)

| | Operating Fund | | Restricted Funds | | | |
|---|---|---|---|---|---|---|
| | 2016 | 2015 (Note 18) | Capital | Community Trust | Total 2016 | Total 2015 (Note 18) |
| **Cash provided by (used in):** | | | | | | |
| **Operating Activities:** | | | | | | |
| Deficiency of revenues over expenses | $ (15,201) | $ (16,146) | $ (15,661) | $ (20) | $ (15,681) | $ (6,153) |
| Net change in non-cash working capital (Note 8) | 7,704 | 6,020 | (4,341) | (93) | (4,434) | (7,597) |
| Amortization of capital assets | – | – | 30,781 | – | 30,781 | 29,422 |
| Loss on disposal of capital assets | – | – | 140 | – | 140 | 375 |
| | (7,497) | (10,126) | 10,919 | (113) | 10,806 | 16,047 |
| **Capital Activities:** | | | | | | |
| Purchase of capital assets | | | | | | |
| Buildings/construction | – | – | (5,961) | – | (5,961) | (4,521) |
| Equipment | – | – | (9,690) | – | (9,690) | (14,443) |
| Proceeds on disposal of capital assets | | | | | | |
| Equipment | – | – | 65 | – | 65 | 189 |
| | – | – | (15,586) | – | (15,586) | (18,775) |
| **Investing Activities:** | | | | | | |
| Net purchase of long-term investments | – | – | – | 221 | 221 | (383) |
| | – | – | – | 221 | 221 | (383) |
| **Financing Activities:** | | | | | | |
| Net purchase of debentures payable | – | – | 96 | – | 96 | 30 |
| Repayment of debt | – | – | (657) | – | (657) | (943) |
| | – | – | (561) | – | (561) | (913) |
| Net increase (decrease) in cash & short-term investments during the year | (7,497) | (10,126) | (5,228) | 108 | (5,120) | (4,024) |
| Cash & short-term investments, beginning of year | 366 | 10,939 | 4,850 | 534 | 5,384 | 8,961 |
| Interfund transfers (Note 15) | (369) | (447) | 378 | (9) | 369 | 447 |
| **Cash & short-term investments, end of year** (Schedule 2) | $ (7,500) | $ 366 | $ – | $ 633 | $ 633 | $ 5,384 |

*The accompanying notes and schedules are part of these financial statements.*

## NOTES TO THE FINANCIAL STATEMENTS

March 31, 2016
(in thousands of dollars)

### 1) LEGISLATIVE AUTHORITY

The Regina Qu'Appelle Regional Health Authority (RHA) operates under *The Regional Health Services Act* (The Act) and is responsible for the planning, organization, delivery and evaluation of health services it is to provide within the geographic area known as Regina Qu'Appelle Health Region under section 27 of The Act. The Regina Qu'Appelle Regional Health Authority is a not-for-profit organization and is not subject to income and property taxes from federal, provincial and municipal levels of government. The RHA is a registered charity under the *Income Tax Act* of Canada.

### 2) SIGNIFICANT ACCOUNTING POLICIES

These financial statements have been prepared in accordance with Canadian public sector accounting (PSA) standards, issued by the Public Sector Accounting Board and published by the Chartered Professional Accountants of Canada (CPA). The RHA has adopted the standards for government not-for-profit organizations, set forth at PSA Handbook section PS 4200 to PS 4270.

a) Health Care Organizations

i) The RHA has agreements with and grants funding to the following prescribed health care organizations (HCOs) and third parties to provide health services:

615672 Saskatchewan Ltd.
757 Mohr's Holding Inc.
Autism Resource Centre Inc.
Cupar Lions Volunteer Ambulance Inc.
Extendicare (Canada) Inc.
Hutch Ambulance Moosomin Inc.
Imperial & District Ambulance Inc.
J.T. Ambulance Service Inc.
Mental Health Association / Regina Branch Inc.
Phoenix Residential Society
Prairie Ambulances Care (1998) Ltd.
Rainbow Youth Centre Inc.
Raymore Community Health & Social Centre
Regina Recovery Homes Inc.
Soo Line Ambulance Association
Valley Ambulance Care Ltd.

Note 10 b) i) provides disclosure of payments to HCOs and third parties.

ii) The following affiliates are incorporated (and are registered charities under *The Income Tax Act* of Canada):

All Nations' Healing Hospital Inc.
Cupar and District Nursing Home Inc.
Lumsden & District Heritage Home Inc.
Santa Maria Senior Citizens Home Inc.
The Regina Lutheran Housing Corporation
The Salvation Army William Booth Special Care Home
The Qu'Appelle Diocesan Housing Company

The RHA provides annual grant funding to these organizations for the delivery of health care services. Consequently, the RHA has disclosed certain financial information regarding these affiliates.

These affiliates are not consolidated into the RHA financial statements. Alternately, Note 10 b) ii) provides supplementary information on the financial position, results of operations, and cash flows of the affiliates.

iii) The Hospitals of Regina Foundation (the Foundation) is an independent not-for-profit entity that raises funds for programs and equipment for facilities under the Regina Qu'Appelle Health Region. The Foundation is incorporated under *The Non-Profit Corporations Act* and is a registered charity under the *Income Tax Act* of Canada.

The activities of the Foundation are not consolidated into the RHA financial statements. Alternately, Note 10 b) iii) provides supplementary information on the financial position, results of operations, and cash flows of the Foundation.

b) Fund Accounting

The accounts of the RHA are maintained in accordance with the restricted fund method of accounting for revenues. For financial reporting purposes, accounts with similar characteristics have been combined into the following major funds:

i) Operating Fund

The operating fund reflects the primary operations of the RHA including revenues received for provision of health services from Saskatchewan Health – General Revenue Fund, and billings to patients, clients, the federal government and other agencies for patient and client services. Other revenue consists of donations, recoveries and ancillary revenue. Expenses are for the delivery of health services.

ii) Capital Fund

The capital fund is a restricted fund that reflects the equity of the RHA in capital assets after taking into consideration any associated long-term debt. The capital fund includes revenues from Saskatchewan Health – General Revenue Fund provided for construction of capital projects and/or the acquisition of capital assets. The capital fund also includes donations designated for capital purposes by the contributor. Expenses consist primarily of amortization of capital assets.

iii) Community Trust Fund

The community trust fund is a restricted fund that reflects community generated assets transferred to the RHA in accordance with the pre-amalgamation agreements signed with the amalgamating health corporations. The assets include cash and investments initially accumulated by the health corporations in the RHA from donations or municipal tax levies. These assets are accounted for separately and use of the assets is subject to restrictions set out in pre-amalgamation agreements between the RHA and the health corporations.

c) Revenue

Unrestricted revenues are recognized as revenue in the Operating Fund in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Restricted revenue related to general operations are recorded as deferred revenue and recognized as revenue of the Operating Fund in the year in which the related expenses are incurred. All other restricted revenues are recognized as revenue of the appropriate restricted fund in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

d) Cash and Cash Equivalents

Cash and cash equivalents consist of balances with financial institutions which have an initial term to maturity of 90 days or less.

e) Capital Assets

Capital assets are recorded at cost. Normal maintenance and repairs are expensed as incurred. Capital assets, with a life exceeding one year, are amortized on a straight-line or declining balance basis over their estimated useful lives as follows:

| | |
|---|---|
| Buildings | 2.0% to 10.0% |
| Leasehold improvements | 2.5% to 37.5% |
| Equipment | 5.0% to 30.0% |

Donated capital assets are recorded at their fair value at the date of contribution.

f) Asset Retirement Obligations

Asset retirement obligations are legal obligations associated with the retirement of tangible long-lived assets. Asset retirement obligations are recorded when they are incurred if a reasonable estimate of fair value can be determined. Accretion (interest) expense is the increase in the obligation due to the passage of time. The associated retirement costs are capitalized as part of the carrying amount of the asset and amortized over the asset's remaining useful life.

g) Inventory

Inventory consists of general stores, pharmacy and linen. All inventories are recorded at the lower of cost or net realizable value. Cost of general stores and linen inventory is determined on a weighted average basis. Pharmacy inventory cost is determined on the first in, first out basis.

h) Employee Future Benefits

i) Pension plan:

Employees of the RHA participate in several multi-employer defined benefit pension plans or a defined contribution plan. The RHA follows defined contribution plan accounting for its participation in the plans. Accordingly, the RHA expenses all contributions it is required to make in the year.

ii) Disability income plan:

Employees of the RHA participate in several disability income plans to provide wage-loss insurance due to a disability. The RHA follows post-employment benefits accounting for its participation in the plans. Accordingly, the RHA expenses all contributions it is required to make in the year.

iii) Accumulated sick leave benefit liability:

The RHA provides sick leave benefits for employees that accumulate but do not vest. The RHA recognizes a liability and an expense for sick leave in the period in which employees render services in return for the benefits. The liability and expense is developed using an actuarial cost method.

i) Measurement Uncertainty

These financial statements have been prepared by management in accordance with Canadian public sector accounting standards. In the preparation of financial statements, management makes various estimates and assumptions in determining the reported amounts of assets and liabilities, revenues and expenses and in the disclosure of contractual obligations and contingencies. Changes in estimates and assumptions will occur based on the passage of time and the occurrence of certain future events. The changes will be reported in the Statement of Operations in the period in which they become known.

j) Financial Instruments

The RHA has classified its financial instruments into one of the following categories: i) fair value, or ii) cost or amortized cost.

All financial instruments are measured at fair value upon initial recognition. The fair value of a financial instrument is the amount at which the financial instrument could be exchanged in an arm's length transaction between knowledgeable and willing parties under no compulsion to act. The following financial instruments are subsequently measured at cost or amortized cost:

- Accounts receivable
- Short-term and long-term investments
- Accounts payable and accrued liabilities, accrued salaries and vacation payable
- Long-term debt

*The related debt premiums or discounts and transaction costs are included in the carrying* value of financial instruments recorded at cost or amortized cost and are amortized into interest expense using the effective interest rate method.

As at March 31, 2016 (2015 – none), the RHA does not have any material outstanding contracts or financial instruments with embedded derivatives.

All financial assets are assessed for impairment on an annual basis. When a decline is determined to be other than temporary, the amount of the loss is reported in the statement of operations.

k) Replacement Reserves

The RHA is required to maintain certain replacement reserves as a condition of receiving subsidy assistance from Saskatchewan Housing Corporation. Schedule 4 shows the changes in these reserve balances during the year.

## 3) CAPITAL ASSETS

| | March 31, 2016 | | | March 31, 2015 |
|---|---|---|---|---|
| | **Cost** | **Accumulated Amortization** | **Net Book Value** | **Net Book Value** |
| Land | $ 7,786 | $ – | $ 7,786 | $ 7,786 |
| Land & Leasehold Improvements | 17,316 | 12,201 | 5,115 | 6,722 |
| Buildings | 475,918 | 259,658 | 216,260 | 227,866 |
| Equipment | 344,993 | 278,422 | 66,571 | 72,194 |
| Construction in progress | 6,046 | – | 6,046 | 2,546 |
| | $ 852,059 | $ 550,281 | $ 301,778 | $ 317,114 |

## 4) CONTRACTUAL OBLIGATIONS

### a) Capital Asset Acquisitions

At March 31, 2016 commitments for acquisitions of capital assets were $2,052 (2015 – $2,613).

### b) Operating Leases

Minimum annual payments under operating leases on property and equipment over the next five years are as follows:

| | |
|---|---|
| 2016-17 | $ 5,884 |
| 2017-18 | 5,329 |
| 2018-19 | 4,912 |
| 2019-20 | 4,431 |
| 2020-21 | 3,800 |
| 2021 and Subsequent | 3,838 |

### c) Contracted Health Service Organizations

The RHA continues to contract on an ongoing basis with private health service operators to provide health services in the RHA. Services provided in the year ending March 31, 2016 will continue to be contracted for the following fiscal year. Note 10 b) provides supplementary information on health care organizations.

## NOTES TO THE FINANCIAL STATEMENTS

March 31, 2016
(in thousands of dollars)

## 5) LONG-TERM DEBT AND MORTGAGES

| | Interest Rate | Repayment Terms | S.H.C. Subsidy | 2016 | 2015 |
|---|---|---|---|---|---|
| **Balcarres Integrated Care Centre** | | | | | |
| CMHC Due April 2015 | 8.000% | $17 principal & interest | $ – | $ – | $ 1 |
| **Echo Lodge** | | | | | |
| CMHC Due August 2022 | 1.710% | $50 principal & interest | – | 301 | 345 |
| CMHC Due January 2018 | 5.875% | $11 principal & interest | – | 19 | 28 |
| CMHC Due January 2023 | 7.500% | $3 principal & interest | – | 17 | 19 |
| **Golden Prairie Home** | | | | | |
| CMHC Due January 2021 | 2.110% | $55 principal & interest | 1 | 253 | 303 |
| CMHC Due May 2024 | 7.625% | $19 principal & interest | – | 114 | 124 |
| **Medical Office Building** | | | | | |
| Bank of Montreal - demand loan | 2.625% | $373 principal & interest | – | – | 55 |
| **Regina Pioneer Village** | | | | | |
| CMHC Due January 2028 | 1.830% | $125 principal & interest | 176 | 1,325 | 1,420 |
| CMHC Due March 2025 | 1.040% | $133 principal & interest | 176 | 1,141 | 1,251 |
| CMHC Due December 2022 | 7.875% | $134 principal & interest | – | 700 | 776 |
| CMHC Due December 2017 | 5.750% | $103 principal & interest | – | 171 | 262 |
| **Silver Heights Special Care Home** | | | | | |
| CMHC Due December 2027 | 1.990% | $40 principal & interest | 46 | 417 | 448 |
| **Whitewood Community Health Centre** | | | | | |
| CMHC Due November 2019 | 2.110% | $92 principal & interest | 1 | 323 | 407 |
| | | | | $ 4,781 | $ 5,439 |
| | | | Less: Current portion | 637 | 643 |
| | | | | $ 4,144 | $ 4,796 |

Saskatchewan Housing Corporation (SHC) may provide a mortgage subsidy for supportive care homes financed by Canada Mortgage and Housing Corporation (CMHC). The subsidy may change when the mortgage renewal occurs.

For each of the mortgages, the RHA has pledged the related buildings of the special care homes as security. Security for the loans was given in the form of promissory notes, general security agreements, assignments of fire insurance and board resolutions.

Interest paid on loans and mortgages during the year was $170 (2015 – $249).

The RHA assumed responsibility for a loan agreement with Pacific and Western Bank of Canada, which was made on behalf of local governments that committed funds for the construction of the Balcarres Integrated Care Centre. The local governments provided signed agreements for the annual payment of their portion of the loan. The balance owing from local governments is $43 (2015 – $43).

Principal repayments required in each of the next five years or thereafter are estimated as follows:

| | |
|---|---|
| 2016-17 | $ 637 |
| 2017-18 | 631 |
| 2018-19 | 562 |
| 2019-20 | 548 |
| 2020-21 | 493 |
| 2021 and Subsequent | 1,910 |

## 6) DEFERRED REVENUE – OPERATING FUND

| | Balance Beginning of Year | Less Amount Recognized | Add Amount Received | Balance End of Year |
|---|---|---|---|---|
| **Saskatchewan Health Initiatives** | | | | |
| Academic Health Sciences | $ 695 | $ 2,331 | $ 1,903 | $ 267 |
| Acute Stroke Pathway | 22 | 22 | – | – |
| Colonoscopy – Scheduling | 140 | 10 | – | 130 |
| Compensation Funding | 3,015 | 3,015 | – | – |
| Computer Aided Dispatch | – | 20 | 40 | 20 |
| COPD Nurse and Pathway | – | – | 312 | 312 |
| Distributive Education Community Facility Proposal | 148 | 119 | – | 29 |
| ED Waits and Patient Flow | 249 | 1,598 | 1,600 | 251 |
| Geriactric Program Development | – | – | 150 | 150 |
| Healthline | 2,006 | 3,537 | 3,307 | 1,776 |
| Healthline Pooled Referrals | 3 | 237 | 246 | 12 |
| HIV Strategy | 102 | 102 | – | – |
| Home First Quick Response | 100 | – | – | 100 |
| Home Hemodialysis – Set Up Costs | 159 | 15 | – | 144 |
| Hotspotting – Connecting to Care | 455 | 434 | 267 | 288 |
| HSAS RQHR Midwife Compensation | – | 79 | 279 | 200 |
| Infection Prevention & Control | 182 | 53 | – | 129 |
| LEAN Physician Engagement | 52 | – | – | 52 |
| Long Term Care Urgent Issues Action Fund | 924 | 552 | – | 372 |
| Lower Extremity Pathway | 22 | 22 | – | – |
| MHA - Healthline | 415 | 461 | 500 | 454 |
| MHC Approved Home Operator Training | – | – | 4 | 4 |
| MHC Implementation Team Role & Knowledge Exchange | – | 49 | 69 | 20 |
| Nursing Resource Team | 148 | – | – | 148 |
| Philippine Nurse Relocation | 22 | 22 | – | – |
| Primary Health Care Redesign | 45 | – | – | 45 |
| Provincial Tobacco Reduction Strategy | 21 | 21 | – | – |

| | Balance Beginning of Year | Less Amount Recognized | Add Amount Received | Balance End of Year |
|---|---|---|---|---|
| **Saskatchewan Health Initiatives** | | | | |
| Provincial Tobacco Test Program | 9 | 9 | – | – |
| Recruitment & Retention | 258 | 258 | – | – |
| Re-design Framework of Primary Health Care | 308 | 187 | – | 121 |
| Resident Assessment Instrument | 80 | – | – | 80 |
| Safety Training Initiatives | 203 | 203 | – | – |
| Saskatchewan Surgical Initiatives | 2,000 | 2,000 | – | – |
| School of Dental Therapy | 222 | 298 | 222 | 146 |
| Senior Home Visits | 123 | 265 | 245 | 103 |
| SYD: Support Transition of Secure Care | – | 7 | 50 | 43 |
| Test Shopper Program | – | 62 | 165 | 103 |
| Touchwood Innovation | 105 | – | – | 105 |
| **Total Saskatchewan Health Initiatives** | $ 12,233 | $ 15,988 | $ 9,359 | $ 5,604 |

| | Balance Beginning of Year | Less Amount Recognized | Add Amount Received | Balance End of Year |
|---|---|---|---|---|
| **Other Government of Saskatchewan Initiatives** | | | | |
| eHealth | $ 131 | $ – | $ – | $ 131 |
| Ministry of Education – Kids First | 426 | 4,017 | 3,937 | 346 |
| Ministry of Justice – Corrections and Policing | 470 | 463 | 322 | 329 |
| Saskatchewan Government Insurance – Acquired Brain Injury | 207 | 797 | 595 | 5 |
| Saskatchewan Government Insurance – Driver's Assessment | 67 | 90 | 200 | 177 |
| Saskatchewan Government Insurance – Sleep Apnea | – | 200 | 400 | 200 |
| Saskatchewan Health Research Foundation | – | 25 | 48 | 23 |
| **Total Other Government of Saskatchewan Initiatives** | $ 1,301 | $ 5,592 | $ 5,502 | $ 1,211 |

| | Balance Beginning of Year | Less Amount Recognized | Add Amount Received | Balance End of Year |
|---|---|---|---|---|
| **Non-Government of Saskatchewan Initiatives** | | | | |
| Education Funds | $ 54 | $ 54 | $ – | $ – |
| Other | 3,608 | 1,360 | 1,658 | 3,906 |
| Research Grants | 1,346 | 159 | 55 | 1,242 |
| **Total Non-Government of Saskatchewan Initiatives** | $ 5,008 | $ 1,573 | $ 1,713 | $ 5,148 |
| **Total Deferred Revenue** | $ 18,542 | $ 23,153 | $ 16,574 | $ 11,963 |

## 7) DEBENTURES PAYABLE

The RHA owns and operates several accommodation units occupied by "unit holders". In consideration for a life interest in a "right of use" of the accommodation unit, the unit holder contributes a lump sum deposit. In accordance with the debenture agreement, in the event of the death of the unit holder or termination of the occupancy agreement by either party, the RHA is obligated to repay the unit holder or their representative the lesser of:

a) The original sum; or,

b) The fair market value of the holders' right of use.

The debentures payable represent the accumulated amount of deposits received from the market unit holders. These debentures are non-interest bearing with no fixed terms of repayment. The specific land and buildings to which the debentures relate have been pledged as collateral.

## 8) NET CHANGE IN NON-CASH WORKING CAPITAL

| | Operating Fund | | Restricted Funds | | | |
|---|---|---|---|---|---|---|
| | 2016 | 2015 | Capital | Community Trust | 2016 | 2015 |
| (Increase) Decrease in accounts receivable | $ (1,284) | $ 22,593 | $ (2,309) | $ (93) | $ (2,402) | $ (7,987) |
| (Increase) Decrease in inventory | 25 | 512 | – | – | – | – |
| (Increase) Decrease in prepaid expenses | 1,585 | (3,403) | – | – | – | – |
| Increase (Decrease) in accounts payable | 842 | 1,394 | (2,032) | – | (2,032) | 390 |
| Increase (Decrease) in accrued salaries | 8,249 | (11,619) | – | – | – | – |
| Increase (Decrease) in vacation payable | 4,433 | 1,938 | – | – | – | – |
| Increase (Decrease) in deferred revenue | (6,579) | (5,550) | – | – | – | – |
| Increase (Decrease) in employee future benefits | 433 | 155 | – | – | – | – |
| | $ 7,704 | $ 6,020 | $ (4,341) | $ (93) | $ (4,434) | $ (7,597) |

## 9) TRUST ACCOUNTS

The RHA administers funds held in trust for staff, patients and residents using the RHA's facilities. The funds are held in separate accounts. The total cash held in trust as at March 31, 2016 was $323 (2015 – $297). These amounts are not reflected in the financial statements.

## NOTES TO THE FINANCIAL STATEMENTS

March 31, 2016
(in thousands of dollars)

### 10) RELATED PARTIES

These financial statements include transactions with related parties. The RHA is related to all Saskatchewan Crown Agencies such as ministries, corporations, boards and commissions under the common control of the Government of Saskatchewan. The RHA is also related to non-Crown enterprises that the Government jointly controls or significantly influences. In addition, the RHA is related to other non-Government organizations by virtue of its economic interest in these organizations.

#### a) Related Party Transactions

Transactions with these related parties are in the normal course of operations. Amounts due to or from, and the recorded amounts of transactions resulting from these transactions, are included in the financial statements and the table below. They are recorded at exchange amounts, which approximate prevailing market rates charged by those organizations and are settled on normal trade terms.

| | 2016 | 2015 |
|---|---|---|
| **Revenues** | | |
| Community Initiatives Fund | $ 165 | $ 153 |
| Cypress Regional Health Authority | 515 | 999 |
| Five Hills Regional Health Authority | 1,228 | 196 |
| Health Shared Services Saskatchewan | 1,145 | 114 |
| Ministry of Education | 3,994 | 4,332 |
| Ministry of Health | 2,844 | 2,635 |
| Ministry of Justice | 311 | 296 |
| Ministry of Social Services | 39 | 14 |
| Regina School Division No. 4 | 6 | 60 |
| Saskatchewan Cancer Agency | 1,999 | 1,846 |
| Saskatchewan Government Insurance | 4,090 | 3,910 |
| Saskatchewan Housing Corporation | 752 | 655 |
| Saskatchewan Polytechnic | 26 | 23 |
| Saskatoon Regional Health Authority | 85 | 13 |
| Sun Country Regional Health Authority | 284 | 213 |
| Sunrise Regional Health Authority | 590 | 538 |
| Workers' Compensation Board | 7,351 | 3,275 |
| | $ 25,424 | $ 19,272 |

| | 2016 | 2015 |
|---|---|---|
| **Expenditures** | | |
| eHealth Saskatchewan | $ 1,048 | $ 1,144 |
| Health Shared Services Saskatchewan | 27,795 | 27,090 |
| Ministry of Central Services | 118 | 103 |
| Ministry of Finance | 1,274 | 1,317 |
| Saskatchewan Government Insurance | 46 | 52 |
| Saskatchewan Healthcare Employees' Pension Plan | 37,505 | 36,592 |
| Saskatchewan Polytechnic | 91 | 79 |
| Saskatchewan Power Corporation | 6,913 | 6,778 |
| Saskatchewan Telecommunications | 4,679 | 2,581 |
| Saskatchewan Transportation Company | 30 | 17 |
| Saskatoon Regional Health Authority | 125 | 240 |
| SaskEnergy Incorporated | 1,928 | 2,565 |
| Sunrise Regional Health Authority | 29 | 57 |
| Technical Safety Authority of Saskatchewan | 47 | 41 |
| Workers' Compensation Board | 9,770 | 9,297 |
| | $ 91,398 | $ 87,953 |

| | 2016 | 2015 |
|---|---|---|
| **Accounts Receivable** | | |
| Cypress Regional Health Authority | $ 60 | $ 143 |
| Five Hills Regional Health Authority | 104 | 47 |
| Health Shared Services Saskatchewan | 149 | 502 |
| Ministry of Health | 711 | 721 |
| Saskatchewan Cancer Agency | 997 | 621 |
| Saskatchewan Government Insurance | 29 | 785 |
| Sun Country Regional Health Authority | 59 | 34 |
| Sunrise Regional Health Authority | 61 | 54 |
| Workers' Compensation Board | 334 | 759 |
| | $ 2,504 | $ 3,666 |

| | 2016 | 2015 |
|---|---|---|
| **Prepaid Expenditures** | | |
| eHealth Saskatchewan | $ 42 | $ 114 |
| Health Shared Services Saskatchewan | 66 | 66 |
| Saskatchewan Telecommunications | 335 | 463 |
| Workers' Compensation Board | – | 2,456 |
| | $ 443 | $ 3,099 |

| | 2016 | 2015 |
|---|---|---|
| **Accounts Payable** | | |
| eHealth Saskatchewan | $ 606 | $ 234 |
| Health Shared Services Saskatchewan | 5,879 | 4,838 |
| Ministry of Finance | 212 | 368 |
| Saskatchewan Healthcare Employees' Pension Plan | 5,082 | 4,974 |
| Saskatchewan Power Corporation | 485 | 510 |
| Saskatchewan Telecommunications | 170 | 129 |
| SaskEnergy Incorporated | 132 | 250 |
| Workers' Compensation Board | 2,507 | – |
| | $ 15,073 | $ 11,303 |

In addition, the RHA pays Provincial Sales Tax to the Saskatchewan Ministry of Finance on all its taxable purchases. Taxes paid are recorded as part of the cost of those purchases.

### b) Health Care Organizations

#### i) Prescribed Health Care Organizations and Third Parties

The RHA has also entered into agreements with HCOs and third parties to provide health services. These organizations receive operating funding from the RHA on a monthly basis in accordance with budget amounts approved annually. During the year, the RHA provided the following amounts to HCOs and third parties.

| | 2016 | 2015 |
|---|---|---|
| 615672 Saskatchewan Ltd. | $ 552 | $ 497 |
| 757 Mohr's Holdings Inc. | 18 | 18 |
| Autism Resource Centre Inc. | 747 | 742 |
| Cupar Lions Volunteer Ambulance Inc. | 322 | 302 |
| Extendicare (Canada) Inc. | 26,405 | 25,738 |
| Hutch Ambulance Moosomin Inc. | 632 | 575 |
| Imperial & District Ambulance Inc. | 150 | 148 |
| J.T. Ambulance Service Inc. | 493 | 461 |
| Mental Health Association / Regina Branch Inc. | 472 | 467 |
| Phoenix Residential Society | 1,558 | 1,543 |
| Prairie Ambulance Care (1998) Ltd. | 374 | 336 |
| Rainbow Youth Centre Inc. | 699 | 735 |
| Raymore Community Health & Social Centre | 75 | 74 |
| Regina Recovery Homes Inc. | 1,252 | 1,240 |
| Soo Line Ambulance Association | 285 | 264 |
| Valley Ambulance Care Ltd. | 541 | 489 |
| | $ 34,575 | $ 33,629 |

ii) Affiliates

The Act makes the RHA responsible for the delivery of health services in its region, including the health services provided by privately owned affiliates. The Act requires affiliates to conduct their affairs and activities in a manner that is consistent with, and that reflects, the health goals and objectives established by the RHA. The following presentation discloses the amount of funds granted to each affiliate:

| | 2016 | 2015 |
|---|---|---|
| All Nations' Healing Hospital Inc. | $ 5,291 | $ 5,303 |
| Cupar & District Nursing Home Inc. | 3,087 | 2,987 |
| Lumsden & District Heritage Home Inc. | 2,495 | 2,408 |
| The Qu'Appelle Diocesan Housing Corporation | 1,419 | 1,332 |
| The Regina Lutheran Housing Corporation | 4,881 | 4,695 |
| The Salvation Army William Booth Special Care Home | 8,372 | 8,120 |
| Santa Maria Senior Citizens Home Inc. | 10,040 | 9,701 |
| | $ 35,585 | $ 34,546 |

The Ministry of Health requires additional reporting in the following audited financial summaries of the affiliate entities for the years ending March 31, 2015 and 2014. Audited financial information from the affiliate entities is not yet available for the fiscal year ending March 31, 2016.

## NOTES TO THE FINANCIAL STATEMENTS

March 31, 2016
(in thousands of dollars)

| | 2015 | 2014 |
|---|---|---|
| **Statement of Financial Position** | | |
| Assets | $ 9,244 | $ 9,133 |
| Net capital assets | 20,018 | 20,089 |
| Total Assets | $ 29,262 | $ 29,222 |
| Total Liabilities | $ 18,524 | $ 18,288 |
| Total Net Assets (Fund Balances) | 10,738 | 10,934 |
| | $ 29,262 | $ 29,222 |
| **Results of Operations** | | |
| RHA grant | $ 36,174 | $ 34,604 |
| Other revenue | 8,671 | 8,968 |
| Total Revenue | 44,845 | 43,572 |
| Salary & benefits | 36,105 | 33,500 |
| Other expenses* | 9,247 | 8,636 |
| Total Expenses | 45,352 | 42,136 |
| Excess (Deficiency) of revenue over expenses | $ (507) | $ 1,436 |

* Other Expenses includes amortization of $1,477 (2014 – $1,419)

| | 2015 | 2014 |
|---|---|---|
| **Statement of Cash Flow** | | |
| Cash from operations | $ 382 | $ 1,898 |
| Cash used in capital activities | (1,405) | (2,141) |
| Cash used in financing activities | 1,096 | 591 |
| Cash used in investing activities | (104) | (134) |
| Increase (Decrease) in Cash | $ (31) | $ 214 |

iii) Fundraising Foundations

The Hospitals of Regina Foundation Inc. is an independent non-profit corporation without share capital that has its own Board of Directors. It provides donations to the RHA for capital equipment, education and research purposes. Its accounts are not included in these financial statements. As of December 31, 2015 it has net assets of $20,974 (2014 – $22,882). During the year, the Foundation provided funding of approximately $7,736 (March 31, 2015 – $7,572) for programs and capital acquisitions reported in donations and ancillary income. These amounts were used to fund capital assets, education and research projects throughout the Region.

| | Dec. 31, 2015 | Dec. 31, 2014 |
|---|---|---|
| **Statement of Financial Position** | | |
| Total Assets | $ 25,870 | $ 25,571 |
| Total Liabilities | $4,896 | $2,689 |
| Total Net Assets (Fund Balances)* | 20,974 | 22,882 |
| | $ 25,870 | $ 25,571 |

* In accordance with donor-imposed restrictions $6,393 (2014 – $6,114) of the Foundation's net assets must be used to purchase specialized equipment for the RHA

| | | |
|---|---|---|
| **Results of Operations** | | |
| Total Revenue | $ 8,289 | $ 9,859 |
| Total Expenses* | 10,197 | 12,980 |
| Deficiency of revenue over expense | $ (1,908) | $ (3,121) |

* Total expenses include contributions of $8,342 (2014 – $10,391) to the RHA and amortization of $81 (2014 – $116)

| | | |
|---|---|---|
| **Statement of Cash Flow** | | |
| Cash from operations | $ 7,173 | $ 9,122 |
| Cash used in capital activities | (48) | (143) |
| Cash used in financing activities | (8,342) | (10,391) |
| Cash used in investing activities | 1,500 | – |
| Increase (Decrease) in cash | $ 283 | $ (1,412) |

## 11) EMPLOYEE FUTURE BENEFITS

### a) Pension Plan

Employees of the RHA participate in one of the following pension plans:

1. Saskatchewan Healthcare Employees' Pension Plan (SHEPP) – This is jointly governed by a board of eight trustees. Four of the trustees are appointed by Health Shared Services Saskatchewan (3sHealth) (a related party) and four of the trustees are appointed by Saskatchewan's health care unions (CUPE, SUN, SEIU, SGEU, RWDSU and HSAS). SHEPP is a multi-employer defined benefit plan that came into effect December 31, 2002. (Prior to December 31, 2002 this plan was formerly the SAHO Retirement Plan and governed by the Saskatchewan Association of Healthcare Organizations Board of Directors).

2. Regina Civic Employees' Superannuation and Benefit Plan (RCP) – This is a multi-employer defined benefit plan that is administered by a jointly trusteed administrative board (equal employer and employee representatives). The plan was amended effective January 1, 2016. Employers agreed to amortize the unfunded liability over a twenty year period. In respect to the pre-amended deficit, the employer/employee contribution rates changed from an equal cost sharing to 60:40 contribution ratio. The sharing of future deficits shall be in accordance with the new funding policy.

3. Public Employees' Pension Plan (PEPP) (a related party) – This is a multi-employer defined contribution plan and is sponsored by the Government of Saskatchewan.

The RHA's financial obligation to these plans is limited to making the required payments to these plans according to their applicable agreements. Pension expense is included in Compensation – benefits in Schedule 1 and equal to the RHA contributions amount below.

| | 2016 | | | | 2015 |
|---|---|---|---|---|---|
| | SHEPP[1] | PEPP | RCP | Total | Total |
| Number of active members | 7,162 | 30 | 1,466 | 8,658 | 8,699 |
| Member contribution rate* | 8.10% - 10.70% | 5.00% - 7.00% | 7.80% - 13.10% | | |
| RHA contribution rate* | 9.07% - 11.98% | 6.00% - 7.00% | 8.80% - 14.60% | | |
| Member contributions | $ 33,486 | $ 214 | $ 9,088 | $ 42,788 | $ 42,345 |
| RHA contributions | $ 37,685 | $ 215 | $ 9,497 | $ 47,397 | $ 46,560 |

* Contribution rates are a percentage of salary and vary based on employee group

[1] Active members are employees of the RHA, including those on leave of absence as of March 31, 2016. Inactive members are not reported by the RHA. Their plans are transferred to SHEPP and managed directly by SHEPP.

Any actuarially determined deficiency in SHEPP is the responsibility of participating employers and employees in the ratio 1.12:1.

b) Disability Income Plans

Employees of the RHA participate in one of the following disability income plans, administered by 3sHealth:

1. CUPE established in 1975 – affiliated with the Canadian Union of Public Employees
2. General established in 1975
3. SEIU established in 1975 – affiliated with the Service Employees International Union
4. SUN established in 1982 – affiliated with the Saskatchewan Union of Nurses

The RHA's financial obligation to these plans is limited to making the required payments to these plans according to their applicable agreements. Disability expense is included in Compensation – benefits in Schedule 1 and is equal to the RHA contributions amount below.

| | 2016 | | | | | 2015 |
|---|---|---|---|---|---|---|
| | **CUPE** | **General** | **SEIU** | **SUN** | **Total** | **Total** |
| Number of active members | 4,878 | 1,387 | – | 2,394 | 8,659 | 8,527 |
| Member contribution rate* | 1.61% | 0.60-0.65% | 1.39% | 0.76% | | |
| RHA contribution rate* | 1.61% | 0.65-0.70% | 1.39% | 0.89% | | |
| Member contribution | $ 2,736 | $ 713 | – | $ 1,207 | $ 4,656 | $ 5,165 |
| RHA contribution | $ 2,736 | $ 775 | – | $ 1,416 | $ 4,927 | $ 5,474 |

* Contribution rates are a percentage of salary and vary based on employee group

c) Accumulated Sick Leave Benefit Liability

The cost of the accrued benefit obligation related to sick leave entitlement earned by employees is actuarially determined using the projected benefit method prorated on service and management's best estimate of inflation, discount rate, employee demographics and sick leave usage of active employees. The RHA has completed an actuarial valuation as of March 31, 2016. Key assumptions used as inputs into the actuarial calculation are as follows:

| | **2016** | **2015** |
|---|---|---|
| Discount rate | 2.40% | 1.90% |
| Rate of inflation | 0.00% to 1.00% | 0.00% to 2.00% |

| | **2016** | **2015** |
|---|---|---|
| Accrued benefit obligation, beginning of year | $ 25,334 | $ 25,178 |
| Cost for the year | | |
| Current period benefits cost | 3,316 | 3,066 |
| Employee benefit interest expense | 528 | 737 |
| Actuarial (gains) losses | 227 | 99 |
| Benefits paid during the year | (3,638) | (3,746) |
| Accrued benefit obligation, end of year | $ 25,767 | $ 25,334 |

## 12) BUDGET

The RHA Board approved the 2015-2016 budget plan on May 27, 2015.

## 13) INSURANCE

The RHA purchases liability insurance from Healthcare Insurance Reciprocal of Canada (the Reciprocal). Under the terms of the Subscribers' Agreement, with respect to a policy period where revenues exceed expenses, any premium surplus may be refunded to the Reciprocal's subscribers on a proportionate basis after the subscriber has been enrolled with the Reciprocal for more than four years. This is the RHA's nineteenth year in the agreement with the Reciprocal. Similarly, if there is a deficiency of revenues, the Reciprocal may collect such premium deficiency from its Subscribers on a proportionate basis. The Reciprocal maintains a stabilization fund to cover future deficiencies. Also, the Reciprocal is insured for claims in excess of $1 million. Surplus distribution in 2016 was $188 (2015 – $102). There are no claims reported that are expected to exceed the policy limits.

## 14) FINANCIAL INSTRUMENTS

### a) Significant Terms and Conditions

There are no significant terms and conditions related to financial instruments classified as current assets or current liabilities that may affect the amount, timing and certainty of future cash flows. Significant terms and conditions for the other financial instruments are disclosed separately in these financial statements.

### b) Financial Risk Management

The RHA has exposure to the following risk from its use of financial instruments: credit risk, market risk and liquidity risk.

The Board ensures that the RHA has identified its major risks and ensures that management monitors and controls them. The Board oversees the RHA's systems and practices of internal control, and ensures that these controls contribute to the assessment and mitigation of risk.

c) Credit Risk

The RHA is exposed to credit risk from the potential non-payment of accounts receivable. The majority of the RHA's receivables are from Saskatchewan Health – General Revenue Fund, Saskatchewan Workers' Compensation Board, health insurance companies or other provinces. The RHA is also exposed to credit risk from cash, short-term investments and investments.

The carrying amount of financial assets represents the maximum credit exposure as follows:

| | 2016 | 2015 |
|---|---|---|
| Cash and short-term investments | $ 633 | $ 5,750 |
| Accounts receivable | | |
| Ministry of Health – General Revenue Fund | 6,904 | 2,613 |
| Other | 16,656 | 17,261 |
| Investments | 629 | 850 |
| | $ 24,822 | $ 26,474 |

The RHA manages its credit risk surrounding cash and short-term investments and investments by dealing solely with reputable banks and financial institutions, and utilizing an investment policy to guide their investments decisions. The RHA invests surplus funds to earn investment income with the objective of maintaining safety of principal and providing adequate liquidity to meet cash flow requirements.

d) Market Risk

Market risk is the risk that changes in market prices, such as foreign exchange rates or interest rates, will affect the RHA's income or the value of its holdings of financial instruments. The objective of market risk management is to control market risk exposure within acceptable parameters while optimizing return on investment.

(i) Foreign Exchange Risk

The RHA operates within Canada, but in the normal course of operations is party to transactions denominated in foreign currencies. Foreign exchange risk arises from transactions denominated in a currency other than the Canadian dollar, which is the functional currency of the RHA. The RHA believes that it is not subject to significant foreign exchange risk from its financial instruments.

(ii) Interest Rate Risk

Interest rate risk is the risk that the fair value of future cash flows or a financial instrument will fluctuate because of changes in the market interest rates.

Financial assets and financial liabilities with variable interest rates expose the RHA to cash flow interest rate risk. The RHA's investments include guaranteed investment certificates bearing interest at fixed rates. The RHA's mortgages payable outstanding as at March 31, 2016 and 2015 have fixed interest rates. See Note 14 g) for line of credit detail.

Although management monitors exposure to interest rate fluctuations, it does not employ any interest rate management policies to counteract interest rate fluctuations.

As at March 31, 2016, had the prevailing interest rates increased or decreased by 1%, assuming a parallel shift in the yield curve with all other variables held constant, the RHA's financial instruments would have decreased or increased by approximately $89 (2015 – $162), approximately 7.52% of the fair value of investments (2015 – 13.36%).

e) Liquidity Risk

Liquidity risk is the risk that the RHA will not be able to meet its financial obligations as they become due.

The RHA manages liquidity risk by continually monitoring actual and forecasted cash flows from operations and anticipated investing and financing activities. To ensure the RHA has sufficient cash on hand, the RHA prepares annual capital and operating budgets and forecasts that are regularly monitored and updated as necessary. As at March 31, 2016, the RHA had current financial assets totaling $34,245 and current financial liabilities totaling $142,407, which represents a working capital deficit of $108,162. It also had an unused line of credit in the amount of $25,019. As at March 31, 2016, the RHA has complied with all restrictions placed on contributions received.

As at March 31, 2016, the RHA is committed to the following operating and restricted financial liabilities, including principal and interest, based on the expected undiscounted cash flows from the reporting date to the contractual maturity date:

| | Carrying Amount | Due in less than 1 year | Due in 1 to 3 years | Due in 3 to 5 years | Due after 5 years |
|---|---|---|---|---|---|
| Accounts payable and accrued liabilities | $ 41,040 | $ 41,041 | $ – | $ – | $ – |
| Accrued salaries | 25,182 | 25,182 | – | – | – |
| Vacation payable | 56,085 | 46,288 | 9,797 | – | – |
| Deferred revenue | 11,963 | 11,963 | – | – | – |
| Long-term debt and mortgages | 4,781 | 637 | 631 | 562 | 2,951 |
| Total financial liabilities | $ 139,051 | $ 125,111 | $ 10,428 | $ 562 | $ 2,951 |

f) Fair Value

The following methods and assumptions were used to estimate the fair value of each class of financial instrument:

- The carrying amounts of these financial instruments approximate fair value due to their immediate or short-term nature.
  - Accounts receivable
  - Accounts payable
  - Accrued salaries and vacation payable
- Cash, short-term investments and long-term investments are recorded at fair value as disclosed in Schedule 2.
- The fair value of long-term debt and mortgages before the repayment required within one year, is $4,512 (2015 – $5,284) and is determined using discounted cash flow analysis based on current incremental borrowing rates for similar borrowing arrangements, net of mortgage subsidies.

Determination of Fair Value

When the carrying amount of a financial instrument is the most reasonable approximation of fair value, reference to market quotations and estimation techniques is not required. The carrying value of cash and short-term investments, accounts receivable and accounts payable approximated their fair values due to the short-term maturity of these financial instruments.

For financial instruments listed below, fair value is best evidenced by an independent quoted market price for the same instrument in an active market. An active market is one where quoted prices are readily available, representing regularly occurring transactions. Accordingly, the determination of fair value requires judgment and is based on market information where available and appropriate. Fair value measurements are categorized into levels within a fair value hierarchy based on the nature of the inputs used in the valuation.

Level 1 – Where quoted prices are readily available from an active market.

Level 2 – Valuation model not using quoted prices, but still using predominantly observable market inputs, such as market interest rates.

Level 3 – Where valuation is based on unobservable inputs. There were no items measured at fair value using level 3 in 2016 or 2015.

There were no items transferred between levels in 2016 or 2015.

| | 2016 | | | 2015 | | |
|---|---|---|---|---|---|---|
| | Level 1 | Level 2 | Total | Level 1 | Level 2 | Total |
| Investments | $ 1,188 | $ – | $ 1,188 | $ 1,211 | $ – | $ 1,211 |
| Mortgages payable | $ – | $ 4,781 | $ 4,781 | $ – | $ 5,439 | $ 5,439 |

g) Operating Line of Credit

The RHA has an unsecured line of credit limit of $31,515 approved by the Minister of Health in 1999. Interest on the outstanding balance is charged at bank prime less .75%. Total interest paid on the line of credit was $173 (2015 – $6).

## 15) INTERFUND TRANSFERS

Each year the RHA transfers amounts between its funds for various purposes. These include funding capital asset purchases and reassigning fund balances to support certain activities.

| | 2016 | | | 2015 | | |
|---|---|---|---|---|---|---|
| | Operating | Capital | Community Trust | Operating | Capital | Community Trust |
| Building renovations | $ 450 | $ (450) | $ - | $ 81 | $ (81) | $ – |
| Capital asset purchases | (305) | 314 | (9) | – | 62 | (62) |
| Mortgage payments | (458) | 458 | – | (471) | 471 | – |
| Replacement reserves | (56) | 56 | – | (57) | 57 | – |
| | $ (369) | $ 378 | $ (9) | $ (447) | $ 509 | $ (62) |

## 16) PAY FOR PERFORMANCE

As part of government-wide fiscal restraint measures, the pay for performance compensation plan has been suspended for the fiscal years 2014-15 to 2016-17. This compensation plan was introduced in April 2011 and allowed senior employees to be eligible to earn lump sum performance adjustments of up to 110% of their base salary. In prior years, senior employees were paid 90% of current base salary and lump sum performance adjustments related to the previous year. Due to the suspension of the pay for performance compensation plan, senior employees will receive 100% of their base salary for the fiscal years 2014-15 to 2016-17.

## 17) COLLECTIVE BARGAINING AGREEMENTS

The Saskatchewan Union of Nurses contract expired on March 31, 2014. At March 31, 2016 a tentative four year agreement had been signed and was ratified on April 20, 2016. The Health Sciences Association of Saskatchewan contract is in effect until March 31, 2018. The Canadian Union of Public Employees contract is in effect until March 31, 2017.

## 18) COMPARATIVE INFORMATION

Certain 2015 balances have been reclassified to conform to the current year's presentation. The reclassifications are not material to the financial statements.

Schedule 1

## Schedule of Expenses by Object

For the year ended March 31, 2016
(in thousands of dollars)

| | Budget 2016 | Actual 2016 | Actual 2015 (Note 18) |
|---|---|---|---|
| **Operating** | | | |
| Advertising & public relations | $ 264 | $ 193 | $ 225 |
| Board costs | 176 | 76 | 106 |
| Compensation – benefits | 109,107 | 113,161 | 111,552 |
| Compensation – employee future benefits | – | 433 | 155 |
| Compensation – salaries | 541,740 | 573,144 | 551,026 |
| Continuing education fees & materials | 808 | 769 | 670 |
| Contracted out services | 20,644 | 22,349 | 19,338 |
| Diagnostic imaging supplies | 654 | 562 | 648 |
| Dietary supplies | 92 | 88 | 80 |
| Drugs | 15,575 | 14,598 | 14,349 |
| Environmental remediation | – | – | 75 |
| Food | 8,221 | 8,155 | 7,967 |
| Grants to ambulance services | 3,100 | 3,366 | 3,090 |
| Grants to health care organizations & affiliates | 65,976 | 66,794 | 65,085 |
| Housekeeping & laundry supplies | 3,307 | 3,415 | 3,266 |
| Information technology contracts | 6,133 | 6,124 | 5,834 |
| Insurance | 1,807 | 1,819 | 1,768 |
| Interest | 296 | 392 | 239 |
| Laboratory supplies | 6,488 | 6,335 | 6,194 |
| Medical and surgical supplies | 50,731 | 46,113 | 49,919 |
| Medical remuneration & benefits | 87,884 | 90,690 | 87,284 |
| Meetings | 338 | 267 | 295 |
| Office supplies and other office costs | 4,088 | 3,750 | 3,947 |
| Other | 7,547 | 6,718 | 7,610 |
| Professional fees | 11,545 | 13,555 | 13,726 |
| Prosthetics | 19,684 | 20,259 | 22,427 |
| Purchased salaries | 375 | 1,134 | 1,342 |
| Rent / lease / purchase costs | 13,043 | 14,678 | 14,820 |
| Repairs and maintenance | 14,642 | 15,100 | 14,424 |
| Supplies – other | 3,111 | 3,796 | 3,626 |
| Therapeutic supplies | 1,150 | 928 | 992 |
| Travel | 4,999 | 4,520 | 4,724 |
| Utilities | 12,235 | 11,410 | 11,860 |
| | $ 1,015,760 | $ 1,054,691 | $ 1,028,663 |
| **Restricted** | | | |
| Amortization | | $ 30,781 | $ 29,422 |
| Loss on disposal of capital assets | | 140 | 375 |
| Mortgage interest expense | | 170 | 242 |
| Other | | 2,275 | 1,438 |
| | | $ 33,366 | $ 31,477 |

Schedule 2

## Schedule of Investments

### As at March 31, 2016

(in thousands of dollars)

| | Amount | Maturity | Effective Rate |
|---|---|---|---|
| **Restricted Funds Investments** | | | |
| **Cash and short-term investments** | | | |
| Chequing and savings | | | |
| CIBC Wood Gundy cash account | $ 1 | | |
| Renaissance High Interest Savings | 73 | | |
| | $ 74 | | |
| Investments | | | |
| Home Trust Company | $ 55 | 4-Apr-16 | 2.10% |
| Home Trust Company | 66 | 23-Jun-16 | 2.10% |
| National Trust Company | 98 | 23-Jun-16 | 1.95% |
| Home Trust Company | 20 | 18-Jul-16 | 2.10% |
| Home Trust Company | 10 | 15-Sep-16 | 2.05% |
| Home Trust Company | 41 | 3-Oct-16 | 2.31% |
| Manulife Trust Company | 125 | 3-Oct-16 | 2.26% |
| Home Trust Company | 48 | 27-Mar-17 | 1.77% |
| Home Trust Company | 96 | 30-Mar-17 | 1.47% |
| | $ 559 | | |
| **Total Cash and short-term investments** | $ 633 | | |
| **Long-Term Investments** | | | |
| Home Trust Company | $ 122 | 23-Jun-17 | 2.20% |
| Laurentian Bank of Canada | 99 | 23-Jun-17 | 2.15% |
| Equitable Bank | 20 | 17-Jul-17 | 2.25% |
| Homequity Bank | 48 | 26-Mar-18 | 1.88% |
| Equitable Bank | 46 | 2-Apr-18 | 1.70% |
| Laurentian Bank of Canada | 96 | 2-Apr-18 | 1.70% |
| President's Choice Bank | 98 | 25-Jun-18 | 2.56% |
| Home Trust Company | 43 | 23-Jul-18 | 1.80% |
| B2B Bank | 57 | 1-Apr-19 | 1.81% |
| **Total Long-term investments** | $ 629 | | |
| **Total Restricted Funds Investments** | $ 1,262 | | |

Restricted Investments consist of Community generated funds transferred to the RHA and held in the Community Trust Funds (Schedule 3) and Replacement reserves maintained under mortgage agreements with Canada Mortgage and Housing Corporation held in the Capital Fund (Schedule 4)

Schedule 3

## Schedule of Externally Restricted Funds

For the year ended March 31, 2016
(in thousands of dollars)

| | Balance Beginning of Year | Investment & Other Revenue | Donations, Grants, & Transfers | Expenses | Transfer to Investment in Capital Asset | Balance End of Year |
|---|---|---|---|---|---|---|
| **Community Trust Fund** | | | | | | |
| Broadview Centennial Lodge | $ 21 | $ – | $ 9 | $ 8 | $ – | $ 22 |
| Broadview Union Hospital | 77 | – | 7 | 2 | – | 82 |
| Eastern Saskatchewan Pioneer Lodge | 18 | – | – | – | – | 18 |
| Golden Prairie Home | 209 | 5 | 1 | 39 | – | 176 |
| Grenfell Area | 447 | 9 | 13 | 16 | – | 453 |
| Indian Head Union Hospital | 26 | – | 12 | 4 | – | 34 |
| Lakeside Home | 11 | – | 1 | 8 | – | 4 |
| Montmartre Health Centre | 56 | 1 | – | 4 | – | 53 |
| Moosomin Union Hospital | 131 | 3 | 1 | – | – | 135 |
| St. Joseph's Integrated Care Centre | 99 | – | – | 7 | 9 | 83 |
| Whitewood Community Health Centre | 68 | – | 16 | 18 | – | 66 |
| Wolseley Memorial Hospital | 374 | 6 | 2 | – | – | 382 |
| Total Community Trust Fund | $ 1,537 | $ 24 | $ 62 | $ 106 | $ 9 | $ 1,508 |
| **Capital Fund** | | | | | | |
| **Saskatchewan Health Initiatives** | | | | | | |
| Capital construction | $ 12,743 | $ – | $ 6,995 | $ 1,718 | $ 5,555 | $ 12,465 |
| Capital equipment | 2,894 | 8 | 2,914 | 396 | 1,912 | 3,508 |
| Capital – to be funded from future surplus | (8,023) | – | 55 | 146 | (191) | (7,923) |
| Emergency Medical Services | (76) | – | 273 | – | 178 | 19 |
| Information Technology | 1,738 | – | 1,044 | – | 1,051 | 1,731 |
| Infrastructure block | 1,814 | – | – | 18 | 468 | 1,328 |
| Medical Imaging – RIS/PAC | 615 | – | – | – | 579 | 36 |
| Mortgage funding | – | – | 506 | 506 | – | – |
| Total Saskatchewan Health Initiatives | 11,705 | 8 | 11,787 | 2,784 | 9,552 | 11,164 |
| **Other Government of Saskatchewan Initiatives** | | | | | | |
| Saskatchewan Government Insurance | 93 | – | 25 | – | 12 | 106 |
| Saskatchewan Housing Corporation | – | – | 268 | 268 | – | – |
| Total Other Government Initiatives | 93 | – | 293 | 268 | 12 | 106 |
| **Non-Government of Saskatchewan Initiatives** | | | | | | |
| Balcarres Integrated Care Centre | 34 | 4 | 2 | 7 | 8 | 25 |
| Echo Lodge Special Care Home | 62 | – | 16 | 4 | 6 | 68 |
| Hospitals of Regina Foundation | 9 | – | 5,210 | (40) | 5,259 | – |
| Rural Home Care Services | 3 | – | – | – | – | 3 |
| Silver Heights Special Care Home | 25 | 2 | 14 | 18 | – | 23 |
| St. Joseph's Integrated Care Centre | 7 | – | – | – | – | 7 |
| Other | – | 271 | – | – | 271 | – |
| Total Non-Government of Saskatchewan Initiatives | 140 | 277 | 5,242 | (11) | 5,544 | 126 |
| Total Capital Fund | $ 11,938 | $ 285 | $ 17,322 | $ 3,041 | $ 15,108 | $ 11,396 |
| **Total Externally Restricted Funds** | $ 13,475 | $ 309 | $ 17,384 | $ 3,147 | $ 15,117 | $ 12,904 |

Schedule 4

## Schedule of Internally Restricted Fund Balances

For the year ended March 31, 2016
(in thousands of dollars)

| | Balance Beginning of Year | Investment Income Allocation | Allocation from Unrestricted | Transfer to Unrestricted (expenses) | Transfer to Investment in Capital | Balance End of Year |
|---|---|---|---|---|---|---|
| **CAPITAL** | | | | | | |
| **Replacement Reserves** | | | | | | |
| Balcarres Integrated Care Centre | $ 108 | $ – | $ – | $ – | $ – | $ 108 |
| Echo Lodge Special Care Home | 328 | – | – | – | – | 328 |
| Golden Prairie Home | 116 | – | – | – | – | 116 |
| Silver Heights Special Care Home | 77 | – | 8 | – | 8 | 77 |
| Whitewood Community Health Centre | 73 | – | 8 | – | 15 | 66 |
| Regina Village Rentals | 310 | 3 | 75 | 38 | – | 350 |
| Total Replacement Reserves | $ 1,012 | $ 3 | $ 91 | $ 38 | $ 23 | $ 1,045 |
| **OPERATING** | | | | | | |
| Information Technology | $ 316 | $ – | $ – | $ – | $ 305 | $ 11 |
| Capital equipment | (1,214) | – | 450 | – | – | (764) |
| Total Operating | $ (898) | $ – | $ 450 | $ – | $ 305 | $ (753) |
| **Total Internally Restricted Funds** | $ 114 | $ 3 | $ 541 | $ 38 | $ 328 | $ 292 |

Schedule 5

## Schedules of Board Remuneration

For the year ended March 31, 2016

| | Retainer | Per Diem | Travel Time Expenses | Travel and Sustenance Expenses | Other Expenses | Canada Pension Plan | 2016 Total | 2015 Total |
|---|---|---|---|---|---|---|---|---|
| Carter, D. Chairperson | $ 9,130 | $ 13,556 | $ 506 | $ 566 | $ 1,002 | $ – | $ 24,760 | $ – |
| Barber, B. Vice-Chairperson | 830 | 3,600 | 894 | 1,253 | 602 | 93 | 7,272 | 8,072 |
| Davis, J. | – | 2,700 | 138 | 29 | – | – | 2,867 | 4,681 |
| Gurnsey, D. | – | 1,075 | 75 | 116 | 700 | – | 1,966 | – |
| Gwilliam, L. | – | 3,125 | 1,575 | 2,300 | 852 | 77 | 7,929 | – |
| Jijian, L. | – | 1,563 | 175 | 137 | – | – | 1,875 | 8,665 |
| Lang, J. | – | 2,450 | 75 | 106 | 77 | 11 | 2,719 | 8,096 |
| Miskiman, L. | – | 3,875 | 1,500 | 2,801 | 215 | 107 | 8,498 | 7,876 |
| Quinlan, S. | – | 6,450 | 275 | 594 | 219 | – | 7,538 | 8,283 |
| Ring, G. | – | 575 | – | – | – | – | 575 | – |
| VanDerVelden, L. | – | 2,025 | – | 218 | 700 | 8 | 2,951 | – |
| Woidyla, P. | – | 4,738 | 1,450 | 1,901 | 571 | 123 | 8,783 | 6,814 |
| Boutilier, L. former Chairperson | – | – | – | – | – | – | – | 24,035 |
| Bryant, C. former Member | – | 700 | 63 | 77 | 45 | 9 | 894 | 10,614 |
| Carter, J. former Member | – | – | – | – | – | – | – | 6,198 |
| Semenchuck, G. former Member | – | 1,450 | 75 | 193 | 68 | – | 1,786 | 9,979 |
| | $ 9,960 | $ 47,882 | $ 6,801 | $ 10,291 | $ 5,051 | $ 428 | $ 80,413 | $ 103,313 |

## Schedule of Senior Management Salaries, Benefits, Allowances and Severance

For the year ended March 31, 2016

| | 2016 | | | | | | 2015 | | |
|---|---|---|---|---|---|---|---|---|---|
| | Salaries[1] | Vacation Payout[1] | Benefits and Allowances[2] | Sub-total | Severance Amount | Total | Salaries, Benefits and Allowances[1,2] | Severance | Total |
| Keith Dewar, President & Chief Executive Officer | $ 400,365 | $ – | $ 7,987 | $ 408,352 | $ – | $ 408,352 | $ 434,568 | $ – | $ 434,568 |
| Dawn Calder, Acting Vice President, Integrated Health Services | 183,275 | – | 50 | 183,325 | – | 183,325 | – | – | – |
| Karen Earnshaw, Vice President, Integrated Health Services | 245,625 | – | 650 | 246,275 | – | 246,275 | 266,068 | – | 266,068 |
| Sharon Garratt, Vice President, Integrated Health Services | 190,700 | – | 7,260 | 197,960 | – | 197,960 | 40,721 | – | 40,721 |
| Mike Higgins, Vice President, Human Resources & Communications | 245,625 | – | 6,168 | 251,793 | – | 251,793 | 287,953 | – | 287,953 |
| Carol Klassen, Vice President, Knowledge and Technology Services | 249,022 | – | 6,060 | 255,082 | – | 255,082 | 273,746 | – | 273,746 |
| David McCutcheon, Vice President, Physician and Integrated Health Services | 316,865 | – | 7,756 | 324,621 | – | 324,621 | 322,107 | – | 322,107 |
| Susan Neville, Vice President, Integrated Health Services | 100,313 | – | 2,540 | 102,853 | – | 102,853 | 286,581 | – | 286,581 |
| Robbie Peters, Vice President & Chief Financial Officer | 269,968 | – | 8,229 | 278,197 | – | 278,197 | 267,429 | – | 267,429 |
| Michael Redenbach, Vice President, Integrated Health Services | 245,625 | – | 6,739 | 252,364 | – | 252,364 | 288,904 | – | 288,904 |
| Marlene Smadu, Vice President, Quality & Transformation | 245,546 | – | 6,815 | 252,361 | – | 252,361 | 285,950 | – | 285,950 |
| Sandra Euteneier, former Acting VP, Integrated Health Services | – | – | – | – | – | – | 40,604 | – | 40,604 |
| Valerie Hunko, former VP, Integrated Health Services | – | – | 450 | 450 | – | 450 | 258,504 | – | 258,504 |
| | $ 2,692,929 | $ – | $ 60,704 | $2,753,633 | $ – | $2,753,633 | $ 3,053,135 | $ – | $ 3,053,135 |

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[1] Salaries include regular base pay, overtime, honoraria, sick leave, vacation leave, and merit or performance pay, lumpsum payments, and any other direct cash remuneration. The Pay for Performance compensation plan has been suspended for the fiscal years 2014-15 to 2016-17. Senior employees will receive 100% of their base salary for the fiscal years 2014-15 to 2016-17. Refer to Note 16 for further details.

[2] Benefits & allowances include the employer's share of amounts paid for the employees' benefits and allowances that are taxable to the employee. This includes taxable: professional development, education for personal interest, non-accountable relocation benefits, personal use of an automobile, cell phone, computer, etc., as well as any other taxable benefits.

# APPENDIX A:
# PATIENT ADVOCATE SERVICES

In a culture of patient and family-centred care, patients, families, clients and residents are encouraged to participate and collaborate in their care with a goal of resolving concerns at the point of care.

### What to do if you have a concern

Resolving concerns at the point of care is the most effective way to reach a positive outcome. If you have questions or concerns about the care or service provided to you or a family member, you should:

- Speak first with the staff and doctors involved in your care.
- If you still have questions or you are not comfortable speaking directly to those involved in your care, speak with the Unit Manager.
- If you require further assistance, ask to speak with a Patient Advocate.

### How a Patient Advocate can help you

Patient Advocates are available to assist you with concerns if you are unable to get the answers you are looking for. They can:

- Inform you of your rights, options and responsibilities.
- Ensure your concerns are reviewed and coordinate a regional response.
- Recommend changes to improve the quality of health services provided in the RQHR.
- Help you navigate through more than one service area and connect you with the people or information you need.

In 2015-16, the number of concerns registered with Patient Advocate Services was 2,211. The average time to resolve concerns was 23.9 days and the average time to resolve all non-complex concerns was 5.4 days.

The Region continues to promote Patient Advocate Services through brochures available at registration/admission desks, in all clinical/program areas and on the Internet at www.rqhealth.ca.

To contact Patient Advocate Services, call 1-866-411-7272 outside of Regina and 306-766-3232 for Regina residents. You can also contact them via email at patientadvocate@rqhealth.ca

# APPENDIX B: LIST OF FACILITIES

## REGINA

| Site | Location | Gross Sq. Ft. | Lease/Own |
|---|---|---|---|
| Addiction Treatment Centre | 1640 Victoria Avenue | 18,348 | Own |
| Al Ritchie Health Action Centre | 325 Victoria Avenue | 2,080 | Lease |
| Alcohol & Drug Services, I.T., Mental Health-Adult, Public Health | 2110 Hamilton Street | 60,888 | Lease |
| Autism Centre | 2166 Broad Street | 4,112 | Lease |
| Child & Youth / Kinship Centre | 1680 Albert Street | 26,465 | Lease |
| Drug Treatment Court | 2024 Albert Street | 5,650 | Lease |
| Eagle Moon Health Office | 400 Broad Street | 2,820 | Lease |
| Emergency Medical Services – Central Operations | 1350 Albert Street | 47,465 | Own |
| Emergency Medical Services – Geopost | 3705 Hill Avenue | 5,400 | Own |
| Emergency Medical Services – Geopost | 5730 Rochdale Boulevard | 1,679 | Own |
| Emergency Medical Services – Geopost | 2435 Park St. | 970 | Lease |
| Family Medicine Unit / Pre-Admission Surgical Assessment Centre | 1621 Albert Street | 26,698 | Lease |
| Four Directions Community Health Centre | 3510 – 5th Avenue | 7,144 | Lease |
| Harm Reduction Program | 1048 Albert Street | 1,962 | Lease |
| Health Promotion (Health Promotion, Dental Health, Active Living, Nutrition, Midwifery), Population and Public Health Services | 1080 Winnipeg Street | 4,263 | Lease |
| HealthLine, EMS Communication Centre, BedLine, Central Scheduling | 2755 Avonhurst Drive | 17,436 | Lease |
| Hearing Aid Plan | 1920 Broad Street | 5,185 | Lease |
| Home Care / SWADD / HR / LR | 4211 Albert Street | 33,796 | Lease |
| Home Care Treatment Centre | 1311-B Broadway Avenue | 3,125 | Lease |
| Kidney Health Centre | 235 Albert St. North | 10,035 | Lease |
| Meadows Primary Health Centre | 4006 Dewdney Avenue | 6,408 | Lease |
| Pasqua Hospital | 4101 Dewdney Avenue | 647,680 | Own |
| Primary Health Care, Aboriginal Health / Home Care | 1052 / 1056 Albert Street | 4,092 | Lease |
| Public Health – East Office | 1911 Park Street | 5,570 | Lease |
| Public Health – North Office | 204 Wascana Street | 7,246 | Own |
| Regina General Hospital | 1440 – 14th Avenue | 1,133,945 | Own |
| Regina Pioneer Village, Pioneer Manor, Regina Village | 430 Pioneer Dr., Regina | 468,514 | Own |
| RQHR Admin. Offices | 2180 Victoria Avenue E. | 5,901 | Lease |
| Support Services Facility | 1001 Montreal Street | 44,300 | Own |
| Wascana Rehabilitation Centre | 2180 – 23rd Avenue | 593,372 | Own |
| | **Total Gross Sq. Ft., Regina Facilities** | **3,202,549** | |

# APPENDIX B: LIST OF FACILITIES

| RURAL | | | |
|---|---|---|---|
| **Site** | **Location** | **Gross Sq. Ft.** | **Lease/Own** |
| Balcarres Integrated Care Centre | 100 South Elgin St., Balcarres | 27,940 | Own |
| Broadview Centennial Lodge | 310 Calgary St., Broadview | 18,998 | Own |
| Broadview Home Care Office | 606 Main St., Broadview | 1,259 | Own |
| Broadview Union Hospital | 901 Nina St., Broadview | 19,181 | Own |
| Echo Lodge | 560 Broadway St., Fort Qu'Appelle | 21,128 | Own |
| Fort Qu'Appelle Primary Health Care Centre | 178 Boundary Ave.N., Fort Qu'Appelle | 8,400 | Own |
| Golden Prairie Home | 916 Eden St., Indian Head | 23,272 | Own |
| Grenfell Health Centre | 721 Stella St., Grenfell | 11,902 | Own |
| Grenfell Housing Units (4 duplexes) | 713 Regina Avenue, Grenfell | 3,627 | Own |
| Grenfell Regional Office | 802 Wolseley Ave., Grenfell | 3,150 | Own |
| Indian Head Union Hospital | 300 Hospital St., Indian Head | 20,775 | Own |
| Lakeside Nursing Home | 701 Ouimet St., Wolseley | 55,025 | Own |
| Long Lake Valley Integrated Facility | 125 Prince St., Imperial | 20,325 | Own |
| Montmartre Health Centre | 237 – 2nd Ave. E., Montmartre | 20,032 | Own |
| Grenfell and District Pioneer Home | 710 Regina Ave., Grenfell | 17,997 | Own |
| Silver Heights Special Care Home | 402 McLean St., Raymore | 28,000 | Own |
| Southeast Integrated Care Centre – Moosomin | 601 Wright Road, Moosomin | 95,769 | Own |
| Southey Health Action Centre | 280 Burns Ave., Southey | 200 | Lease |
| St. Joseph's Integrated Care Centre | 508 Westmoor St., Lestock | 14,338 | Own |
| vacant | 108 Donald Rd., Cupar | 13,608 | Own |
| Whitewood Community Health Centre | 921 Gambetta St., Whitewood | 16,856 | Own |
| Wolseley Memorial Integrated Care Centre | 801 Ouimet St., Wolseley | 13,616 | Own |
| | **Total Gross Sq. Ft., Rural Facilities** | **455,398** | |

# APPENDIX B: LIST OF FACILITIES

| **AFFILIATES** | | |
|---|---|---|
| **Site** | **Location** | **Gross Sq. Ft.** |
| All Nations Healing Hospital | 450 – 8th St. W., Fort Qu'Appelle | 56,901 |
| Cupar & District Nursing Home; and Primary Health Care Clinic | 213 Mills St., Cupar | 39,166 |
| Extendicare Elmview | 4125 Rae St., Regina | 18,500 |
| Extendicare Parkside | 4540 Rae St., Regina | 51,977 |
| Extendicare Sunset | 260 Sunset Dr., Regina | 40,000 |
| Lumsden & District Heritage Home | 10 Aspen Bay, Lumsden | 20,000 |
| Qu'Appelle House | 1425 College Ave., Regina | 28,265 |
| Raymore Community Health & Social Centre | 806 – 2nd Ave., Raymore | 1,680 |
| Regina Lutheran Home | 1925 – 5th Ave. N., Regina | 60,452 |
| Santa Maria Senior Citizens Home | 4215 Regina Ave., Regina | 107,185 |
| William Booth Special Care Home | 50 Angus Rd., Regina | 46,632 |
| | **Total Gross Sq. Ft., Affiliates** | **470,758** |
| **Total Gross Sq. Ft., RQHR (excluding Affiliated Facilities)** | | **3,657,947** |

# APPENDIX C: ORGANIZATIONAL STRUCTURE

**Regina Qu'Appelle Health Region Organizational Structure**

REGIONAL HEALTH AUTHORITY
***R.W. (Dick Carter)***
***Chairperson***

PRESIDENT & CEO
***Keith Dewar***

Office of the President & CEO
RHA Support
Strategic Planning & Business Intelligence

Vice President
Physician & Integrated Health Services
***Dr. David McCutcheon***

- Physician Services
- Medicine Service Line: Emergency Department & EMS, Critical Care & Cardiosciences, Medicine Units & Neurosciences

Senior Medical Officer
***Dr. George Carson***

- Recruitment & Privileges
- Discipline
- Quality of Practitioner Care

Vice President
Integrated Health Services
***Michael Redenbach***

- Facility Based Continuing Care Service Line
- Mental Health & Addictions Service Line

Vice President
Integrated Health Services
***Sharon Garratt***

- Women & Children's Health Service Line
- Surgical Service Line
- Specialized Ambulatory Care Service Line

Vice President
Integrated Health Services
***Karen Earnshaw***

- Primary Health Care Service Line
- Home Care & Palliative Care
- Rural Health Facilities

Acting Vice President
Integrated Health Services
***Dawn Calder***

- Patient Flow, Pharmacy & Respiratory Care
- Medical Imaging
- Laboratory Services
- HealthLine
- Rehabilitation, Spiritual Care & Native Health Services
- Support Services & Central Scheduling

Vice President
Human Resources & Communications
***Mike Higgins***

- Workforce Strategy, Safety & Wellness
- Employee Relations, Attendance & Accommodations
- Workforce Planning & Development
- Human Resources Legal & Policy
- Security & Parking Services
- Communications

Vice President
Knowledge & Technology Services
***Carol Klassen***

- Academic Health Sciences
- Clinical Engineering
- Information Technology
- Research & Health Information Services

Vice President & Chief Financial Officer
Financial Services
***Robbie Peters***

- Decision Support & Accounting
- Facilities Management
- Payroll & Benefits
- Materials Management

Vice President
Quality & Transformation
***Marlene Smadu***

- Patient Advocates
- Kaizen Promotion Office
- Patient Safety/Risk Management, Privacy Office & Advance Care Planning
- Infection Prevention & Control
- Transfusion Safety
- Clinical Quality & Professional Practice

*Note: Positions held are as of March 31, 2016.*

# APPENDIX D: PAYEE LIST

The payee list is compiled and distributed in accordance with Ministry guidelines, which states that the list must be included, either as an appendix or with the main content of the annual report, in all copies of the published annual report, whether it is distributed electronically or in hard copy. Reporting and tabling the payee list holds the Regional Health Authorities accountable for the public funds received.

## Personal Services

Listed are individuals who received payments for salaries, wages, honorariums, etc. that total $50,000 or more

| Name | Amount |
|---|---|
| Abadilla, Alfredino | 53,026 |
| Abadilla, Elvie | 97,737 |
| Abalos, Jojo | 94,334 |
| Abbas, Zahid | 52,516 |
| Abbasi, Ahmed | 56,277 |
| Abelar, Ivy | 58,280 |
| Abell Thorne, Cathie | 91,316 |
| Abello, Sandra | 102,918 |
| Abenir, Maria Cielo | 141,944 |
| Abera, Elsabet | 114,001 |
| Abii Ndoh, Edith | 135,637 |
| Abrams, Murray | 66,939 |
| Abrenilla, Maribel | 139,225 |
| Abrey, Karen | 99,284 |
| Abrook, Elaine | 99,078 |
| Abuan, Ruby Grace | 93,130 |
| Abudu-Adam, Eunice | 135,289 |
| Achoyo, Agnes | 57,115 |
| Achtemichuk, Myrna | 78,374 |
| Ackerman, Melinda | 88,955 |
| Ackles, Leah | 82,513 |
| Ackles, Sharon | 52,156 |
| Adamiak, Bonnie | 77,561 |
| Adamko, Brenda | 93,484 |
| Adams, Bill | 108,389 |
| Adams, Folashade | 75,559 |
| Adams, Godwin | 50,407 |
| Adams, Jody | 97,987 |
| Adams, Michael | 84,809 |
| Adamson, Susanne | 50,760 |
| Adcock, Stanley | 54,749 |
| Addison, Amy | 69,797 |
| Adebogun, Olatundun | 54,919 |
| Adelman, Olivia | 91,878 |
| Adem, Finte | 91,025 |
| Adeyoju, Motunrayo | 126,856 |
| Adkins, Steve | 98,215 |
| Adolfo, Stephanie | 93,309 |
| Adorna, Joanne | 106,922 |
| Aebig, Jovita | 58,416 |
| Aftab, Rubina | 84,830 |
| Agar, Mallery | 77,718 |
| Agbulos, Maria Katharine | 80,169 |
| Agopsowicz, Darren | 88,410 |
| Aguilar, Rhodora | 56,158 |
| Agullana, Melanie | 135,954 |
| Agustin, Maria Soledad | 74,153 |
| Agustin, Rizalyn | 98,211 |
| Ahlquist, Angela | 89,858 |
| Ahmadi, Milagros | 139,190 |
| Ahmed, Sohail | 79,185 |
| Aikman, Monica | 73,977 |
| Airir, Abdellah | 91,852 |
| Akan, Joseph | 96,146 |
| Aker, Mitchell | 70,575 |
| Alarcon, Irene | 110,193 |
| Albanez, Jesse | 81,850 |
| Albers, Lori | 112,664 |
| Albert, Kevin | 78,441 |
| Albert, Lori | 74,520 |
| Albus, Caitlin | 66,524 |
| Alejandria, Hennessy | 105,528 |
| Alejandria, Lou Anne | 69,465 |
| Alexson, Delphine | 76,260 |
| Alfano, Beverly | 137,437 |
| Alfonso, Brenda | 126,643 |
| Ali, Chinagorom | 112,949 |
| Ali, Meimuna | 85,458 |
| Alie, Wendy | 79,251 |
| Allen, Brent | 67,479 |
| Allen, Claire | 53,134 |
| Allen, Dianne | 91,313 |
| Allen, Marla | 76,752 |
| Almas, Laura | 79,347 |
| Almassy, Nicole | 82,692 |
| Alolong, Arlene | 65,758 |
| Alonzo, Ma Emelinda | 56,193 |
| Alport, Lois | 107,774 |
| Alspach, Rebecca | 52,465 |
| Alston, Candace | 77,284 |
| Altwasser, Tara | 68,772 |
| Alviola, Maria Zeena | 87,182 |
| Amissih, Marie | 56,897 |
| Amon, Bree | 115,344 |
| Amyotte, Bernadett | 81,976 |
| Amyotte, Elma | 53,618 |
| Amyotte, Stacey | 67,092 |
| Amyotte, Trisha | 70,252 |
| Anacio, Carlo | 111,719 |
| Anaquod, Robyn | 74,747 |
| Anastasakis, Alisa | 53,862 |
| Anderson, Amanda | 73,451 |
| Anderson, Barbara | 85,042 |
| Anderson, Carolyn | 102,699 |
| Anderson, Darrell | 100,177 |
| Anderson, Kari | 92,370 |
| Anderson, Kendall | 86,213 |
| Anderson, M. Sheila | 171,276 |
| Anderson, Pamela | 92,380 |
| Anderson, Sabrina | 95,260 |
| Anderson, Sandra | 66,264 |
| Anderson, Sandra | 70,684 |
| Anderson, Sharon | 96,372 |
| Anderson, Shawn | 90,207 |
| Anderson, Shelby | 60,504 |
| Anderson, Shelly | 147,850 |
| Anderson, Tamara | 86,124 |
| Anderson, Thomas | 81,459 |
| Andes, Felina | 139,842 |
| Andres, Jean | 61,007 |
| Andrews, Lillian | 83,079 |
| Andrews, Miesha | 98,339 |
| Andrews, Murray | 53,787 |
| Angeles, Larrissa | 109,235 |
| Angeles, Ronald | 604,574 |
| Angelinas, Anna | 66,772 |
| Antal, Jeanette | 52,312 |
| Antochow, Terri-Lyn | 52,907 |
| Antoine, Lani | 88,600 |
| Antonio, Angela | 55,495 |
| Anweiler, Colby | 55,932 |
| Appel, Jamie | 96,880 |
| Apperley, Barry | 106,032 |
| Apperley, Jessica | 117,355 |
| Appleby, Becky | 64,366 |
| Appleby, Carmen | 76,079 |
| Appleby, Jacquelyn | 87,876 |
| Appleby, Shannon | 70,143 |
| Arabi, Farzaneh | 72,851 |
| Aragon, Sheena Jude | 67,065 |
| Arao, Aurora | 72,944 |
| Arasu, Emmanuel | 62,360 |
| Aravindanathan, Gowthaman | 77,925 |
| Arbuthnot, Blair | 73,557 |
| Arcena, Jeffrey | 69,518 |
| Arches, Mary Ann | 158,608 |
| Arevalo, Esmeralda | 62,019 |
| Argue, Jocelyn | 84,827 |
| Arklie, Chris | 84,360 |
| Armbruster, Robert | 63,653 |
| Armstrong, Craig | 98,105 |
| Armstrong, Shawn | 116,134 |
| Arndt, Rachel | 84,122 |
| Arnold, Arleene | 68,263 |

# APPENDIX D: PAYEE LIST

| Name | Amount |
|---|---|
| Arnott, Dena | 74,415 |
| Arrojado, Desiree | 88,830 |
| Arscott, Susan | 86,737 |
| Arsenault, Megan | 77,833 |
| Arvidson, Karl | 102,584 |
| Asamoah Bediako, Matilda | 84,923 |
| Asante, Anne | 76,392 |
| Asante, Ethelda | 84,810 |
| Asemrie, Eyeruslem | 52,681 |
| Ash, Danielle | 104,204 |
| Ash, Jamie | 129,535 |
| Ash, John | 149,457 |
| Ashman, Juliet | 102,723 |
| Askin, Susan | 86,617 |
| Aspra, Raelyn | 81,859 |
| Assman, Lori | 167,354 |
| Ast, Belinda | 58,324 |
| Ast, Marie | 110,267 |
| Astrope, Carmen | 57,458 |
| Astrope, Linda | 57,659 |
| Athwal, Jaswinder | 95,756 |
| Aubichon, Yvonne | 53,132 |
| Autet, Darrin | 53,782 |
| Awula, Lydia | 108,047 |
| Ayers, Donna | 51,173 |
| Ayran, Maria | 83,147 |
| Azcueta, Jed Joseph | 124,760 |
| Baade, Alyssa | 69,797 |
| Baars, Jodi | 72,553 |
| Babcock, Kelly | 153,393 |
| Babcock, Tina | 54,838 |
| Baber, Alexander | 90,538 |
| Baber, Carla | 57,648 |
| Babichuk, Taylor | 55,029 |
| Babista, Carlos | 66,863 |
| Babuik, Richard | 62,717 |
| Bachelu, Brett | 116,506 |
| Bachelu, Darren | 64,271 |
| Bachiu, Carol | 103,662 |
| Bachorick, Beverly | 86,734 |
| Bachtold, Lyndsie | 60,087 |
| Bachynski, Nicole | 77,438 |
| Backlin, Dale | 79,548 |
| Bacsu, Amanda | 74,652 |
| Badgley, Catherine | 100,248 |
| Badhan, Kulvinder | 56,465 |
| Badilla, Iris Jade | 89,276 |
| Baecker, Nina | 57,356 |
| Baer, Bonnie | 173,430 |
| Baer, Stephanie | 95,918 |
| Baer, Susan | 122,062 |
| Baergen, Cynthia | 59,030 |
| Bagan, Jessica | 88,408 |
| Baginda, Chiarra | 55,657 |
| Bagnell, Jennifer | 71,088 |

| Name | Amount |
|---|---|
| Baht, Ashley | 89,453 |
| Bailey, Kylee | 52,700 |
| Bailey, Nancy | 58,734 |
| Bailey, Pamela | 87,442 |
| Baily, Karen | 95,340 |
| Baitiong, Liwliwa | 92,778 |
| Baiton, Susan | 93,275 |
| Bajo, Arnulfo | 127,438 |
| Bajo, Ysmael | 78,850 |
| Bak, Darlene | 61,951 |
| Baker, Jamie | 54,739 |
| Bakke, Harmony | 85,368 |
| Bakken, Ashley | 96,832 |
| Bakker, Cynthia | 59,512 |
| Balaberda, Danielle | 71,214 |
| Balak, Janet | 108,396 |
| Balas, Chalynn | 71,974 |
| Balch, Laurie | 84,874 |
| Baldos, April Aza | 72,244 |
| Baldos, Evelyn | 132,824 |
| Bales, Kelsey | 67,577 |
| Balfour, Don | 57,372 |
| Balius, Ken | 107,704 |
| Balkwill, Kimberly | 53,680 |
| Ball, Lisa | 75,844 |
| Ball, Ronald | 111,913 |
| Ballagh, Brenda | 91,950 |
| Ballan, Candice | 51,442 |
| Balut, Mokiin | 89,244 |
| Balycky, Annette | 82,641 |
| Balzer, Lorilee | 57,263 |
| Bamhour, Heather | 117,101 |
| Banadyga, Lorraine | 57,020 |
| Bananish, Danielle | 54,866 |
| Banbury, Josee | 50,451 |
| Bancescu, Shelda | 88,899 |
| Banfield, Joy | 117,252 |
| Banilevic, Stefanie | 85,442 |
| Bank, Britney | 71,095 |
| Bank, Karen | 82,297 |
| Bankam, Priscilla | 50,451 |
| Banks, Muriel | 72,705 |
| Bannouvong, Toulakone | 83,855 |
| Bansie, Suzanne | 59,905 |
| Barabash, Yvonne | 84,824 |
| Barahona, Roberto | 52,200 |
| Baran, Vivian | 121,683 |
| Bardal, Terry | 104,208 |
| Barnard, Phyllis | 87,156 |
| Baron, Michael | 101,360 |
| Barr, Kristen | 51,861 |
| Barre, Jessica | 73,649 |
| Barrett, Tami | 78,704 |
| Barrett, Vanessa | 87,227 |
| Barrientos, Rosalita | 57,868 |

| Name | Amount |
|---|---|
| Barry, Chelsea | 54,397 |
| Barschel, Gwen | 50,444 |
| Barth, Carol | 87,417 |
| Bartley, Chrystal | 59,084 |
| Bartnik, Jacy | 51,820 |
| Bartok, Nickolas | 50,205 |
| Bartok, Rita | 52,602 |
| Bartolf, Lisa | 94,889 |
| Bartoshewski, Samantha | 91,669 |
| Bartsch, Candace | 92,666 |
| Baseden, Jessica | 75,964 |
| Baseden, Margaret | 86,732 |
| Bashir, Saba | 57,649 |
| Basler, Alix | 91,099 |
| Bassendowski, Heather | 101,648 |
| Bast, Brianna | 89,619 |
| Bast, Darlene | 92,821 |
| Bast, James | 108,229 |
| Bast, Lisa | 78,571 |
| Basuel, Anna Liza | 75,767 |
| Basuel, Neil Erwin | 92,064 |
| Batan, Jeronimo | 57,289 |
| Batan, Virgilito | 53,506 |
| Bateman, Dorothy | 98,369 |
| Bateman, Enid | 122,794 |
| Bater, Charolette | 87,799 |
| Bates, Dayna | 51,906 |
| Batiuk, Tayne | 115,246 |
| Batty, Christelle | 113,918 |
| Bauck, Sarah | 92,149 |
| Bauer, Casey Lee | 62,626 |
| Baumgartner, Kathleen | 92,838 |
| Bautista Hunter, Nova | 53,039 |
| Bay, Rachel | 105,870 |
| Bayfield Ash, Nicola | 145,936 |
| Beach, Deborah | 52,586 |
| Beallie, Janice | 58,305 |
| Bean, Jennifer | 98,074 |
| Bear, Colleen | 59,357 |
| Bear, Shelby | 69,135 |
| Bearss, Leslie | 90,366 |
| Beaton, Chelsea | 82,019 |
| Beatty, Sheri | 95,298 |
| Be[illegible]uchesne, Elaine | 89,322 |
| Beaudin, Sarah | 51,968 |
| Beaudry, Tammy | 69,357 |
| Beaurivage, Barbara | 125,480 |
| Beaurivage, Candice | 75,836 |
| Beaurivage, Ginger | 76,709 |
| Beck, Leslie | 58,066 |
| Becker, Gail | 95,724 |
| Beckett, Susan | 66,419 |
| Bedard, Lynann | 79,384 |
| Beer, Donna | 53,514 |
| Begg, Elizabeth | 87,801 |

# APPENDIX D: PAYEE LIST

| Name | Amount |
|---|---|
| Beggs La Riviere, Gail | 98,080 |
| Beggs, Ryan | 103,812 |
| Behr, Glen | 93,733 |
| Behrns, Liana | 83,159 |
| Beier, Shauna | 75,859 |
| Beisel, Patricia | 78,044 |
| Beisel, Thomas | 94,151 |
| Beitel, Catherine | 97,690 |
| Beitel, Joy | 122,161 |
| Beitel, Laura | 122,653 |
| Beitel, Linda | 63,336 |
| Bejarin, Evangelyn | 50,680 |
| Beka, Donna | 53,179 |
| Beka, Rachelle | 96,081 |
| Belay, Teala | 83,736 |
| Belcourt, Anita | 57,987 |
| Belisle, Lorelee | 55,933 |
| Bell, Alanna | 58,638 |
| Bell, Alison | 122,095 |
| Bell, Ellen | 61,147 |
| Bell, Kimberly | 61,955 |
| Bell, Stacey | 90,431 |
| Bell, Travis | 70,999 |
| Bellamy, Bryan | 53,064 |
| Bellavance, Gord | 94,151 |
| Bellegarde, Jennifer | 96,916 |
| Bellegarde, Monique | 64,070 |
| Bellerose, Nicole | 86,042 |
| Bellisle, Apollo | 76,603 |
| Bellisle, Tracie | 115,667 |
| Bemis, Tanya | 71,678 |
| Bendelin, Jana | 113,363 |
| Bendick, Cheryl | 50,078 |
| Benjoe, Janice | 58,698 |
| Benko, Amy | 68,931 |
| Bennett, Annette | 50,668 |
| Bennett, Lori | 97,625 |
| Benning, Margot | 88,144 |
| Benson, Petra | 76,169 |
| Bentz, Lori | 81,739 |
| Benz Tramer, Cara | 133,119 |
| Berard, Nathalie | 89,501 |
| Berces, Raul | 70,121 |
| Bereti, Lori Lee | 97,964 |
| Bereti, Pat | 51,577 |
| Bereziuk, Chantel | 118,531 |
| Berezowski, Mark | 74,001 |
| Berg, Cathy | 80,172 |
| Berg, Shauna | 69,885 |
| Berglind, Melisa | 54,562 |
| Bergquist, Christa | 95,418 |
| Bernakevitch, Kimberly | 74,076 |
| Bernal, Jacel Ane | 105,295 |
| Bernal, Ronald | 112,988 |
| Bernardo, Patrick | 99,343 |
| Bernath, Ashley | 77,899 |
| Bernhardt, Geraldine | 94,019 |
| Beronilla, Nora | 58,053 |
| Beros, Carla | 81,634 |
| Berry, Raissa | 65,232 |
| Berube, Daniel | 64,662 |
| Best, Aaron | 89,910 |
| Betker, Leslie | 69,889 |
| Beutel Fox, Bonny | 91,594 |
| Beutler, Cheryl | 65,750 |
| Bichel, James | 59,260 |
| Biden, Jill | 51,145 |
| Bidochka, John | 52,949 |
| Bieber, Michelle | 79,271 |
| Bigelow, Jeannette | 97,925 |
| Bihag, Helen Rose | 85,650 |
| Bilan, Denise | 88,021 |
| Bilan, Michelle | 85,570 |
| Bilinski, Melissa | 76,269 |
| Bilinski, Tasha | 80,439 |
| Bilinski, Valerie | 57,073 |
| Bilkey-Behrns, Phyllis | 58,543 |
| Billett, Catherine | 103,459 |
| Bilo, Maria | 116,114 |
| Bilokury, Karri | 79,435 |
| Bingham Adams, Karen | 159,666 |
| Binner, Arlene | 86,850 |
| Biralde, Allan Jay | 60,544 |
| Bird, Marlyn | 70,790 |
| Bird, Verna | 82,476 |
| Birns, Heather | 75,668 |
| Bishoff, Jocelyn | 95,733 |
| Bishop, Sharon | 78,572 |
| Bittman, Crystal | 87,733 |
| Bituin, Michael Eric | 102,030 |
| Bjerland, Glorianne | 107,669 |
| Black, Darlene | 76,927 |
| Black, Donald | 93,663 |
| Blair, Brittani | 89,672 |
| Blair, Joanna | 84,085 |
| Blakley, Cindy | 63,141 |
| Blanco, Leoer Richard | 110,390 |
| Blanco, Marianne Lovely | 93,422 |
| Blaser Lindenbach, Juliann | 82,525 |
| Blayone, Eileen | 54,124 |
| Blayone, Sherie | 97,854 |
| Bleakney, Nancy | 55,067 |
| Bleau, Carmen | 64,740 |
| Blerot, Viviane | 53,090 |
| Blezy Dingman, Debra | 50,467 |
| Block, Kalita | 96,508 |
| Blondeau, Micheal | 53,824 |
| Bloski, Ashley | 83,937 |
| Bly, Kiley | 63,942 |
| Blyth, George | 74,381 |
| Bobetsis, Gus | 93,049 |
| Bobetsis, Logan | 108,265 |
| Bobetsis, Spero | 75,920 |
| Bobetsis, Stephanie | 81,699 |
| Bodani, Jayalaksh | 421,874 |
| Bodiroga, Ljiljana | 50,658 |
| Bodnar, Jody | 76,455 |
| Bodnaryk, Sharon | 96,314 |
| Boehlen, Reid | 50,170 |
| Boehm, Cheyanne | 110,380 |
| Boehm, Shanda | 78,422 |
| Boehmer, Mavis | 84,294 |
| Boese, Erin | 117,822 |
| Bohay, Sheila | 105,158 |
| Bohun, Brenda | 89,636 |
| Boivin, Cindy | 90,690 |
| Bolen, Karyn | 80,475 |
| Bolen, Stephanie | 72,199 |
| Bolen, Travis | 76,410 |
| Bolen, Yvette | 85,826 |
| Bolianatz, Josie | 85,940 |
| Bolingbroke, Tiffany | 98,993 |
| Bolt, Connie | 50,658 |
| Bolt, Jennifer | 121,400 |
| Bolt, Rachel | 68,856 |
| Boncato, Rowell | 53,362 |
| Bondarchuk, Eric | 127,273 |
| Bonderoff, Hazel | 91,199 |
| Bondoc, Mavelyn | 64,387 |
| Bone, Bronwyn | 89,466 |
| Bonk, Brenda | 69,305 |
| Bonokoski, Jodi | 96,393 |
| Booker, Elizabeth | 80,801 |
| Booker, John | 74,861 |
| Booth, Lisa | 63,782 |
| Booth, Sheila | 92,676 |
| Boothman, Sarah | 73,228 |
| Bootleziolkowski, Kelly | 61,858 |
| Bordas, Fred | 109,330 |
| Borisko, Jennifer | 80,332 |
| Borja, Ma Elizabeth | 112,129 |
| Bork, Bailey | 50,252 |
| Borkus, Coral | 59,225 |
| Borsa, Shawna | 92,056 |
| Borschowa, Kara | 66,618 |
| Bott, Jami | 76,494 |
| Boucher, Scott | 81,838 |
| Boulanger, Debbie | 68,537 |
| Boulet, Nathan | 69,046 |
| Boulet, Ray | 55,142 |
| Bourassa, Kimberley | 108,338 |
| Bourgault Fagnou, Michelle | 72,486 |
| Bouvier, Shelley | 60,439 |
| Bowen, Max | 83,032 |
| Bowey, Alison | 64,878 |

# APPENDIX D: PAYEE LIST

| Name | Amount |
|---|---|
| Bowles, Brooke | 97,456 |
| Bowman, Lindsay | 82,291 |
| Boyachek, Michelene | 104,864 |
| Boyce, Katie | 61,870 |
| Boyd, Amber | 53,930 |
| Boyd, Lori | 52,095 |
| Boyd, Neeja | 74,965 |
| Braden, Julie | 50,291 |
| Bradford, Michelle | 85,935 |
| Brading, Cindy | 52,355 |
| Brady, Ray | 94,092 |
| Braithwaite, Tamara | 50,113 |
| Brandt, Aimee | 89,776 |
| Brar, Harinder | 101,449 |
| Brar, Shabnampreet | 86,359 |
| Brash, Kim | 51,616 |
| Brass, Elisabeth | 85,939 |
| Bratkoski, Lisa | 105,503 |
| Braun, Dona | 116,305 |
| Braun, Jacquelin | 170,432 |
| Bray, Sherilyn | 68,913 |
| Brears, Jenna | 72,428 |
| Brehaut, Jennifer | 84,400 |
| Breitkreuz, Karen | 52,444 |
| Bremner, Kelli | 69,911 |
| Brenzil, Marlene | 67,335 |
| Bresciani, Allison | 91,904 |
| Brewer, Lisa | 64,462 |
| Bridger, Lisa | 53,357 |
| Briere, Bonnie | 95,481 |
| Briere, Celeste | 106,717 |
| Brignall, Lorae | 53,295 |
| Brisbois, Elva | 102,190 |
| Bristol, Ken | 107,643 |
| Brito, Jose | 51,751 |
| Britt, Christina | 98,133 |
| Brittner, Lindsay | 57,785 |
| Britton, Jeannette | 53,803 |
| Britton, Karen | 67,077 |
| Britz, Jeanette | 72,257 |
| Broadfoot, Blair | 105,172 |
| Brochu, Angela | 74,979 |
| Brochu, Mark | 95,431 |
| Brocklehurst, Randie | 87,250 |
| Brockman, Anita | 81,046 |
| Brockman, Shannon | 84,830 |
| Brodersen, Stephanie | 100,330 |
| Brodt, Jody | 73,884 |
| Brolund, Roxanne | 82,188 |
| Brolund, Trudy | 75,159 |
| Bromm, Jennifer | 74,594 |
| Brooks, Denise | 108,213 |
| Brooks, Sarah | 78,893 |
| Brooks, Tracy | 52,019 |
| Brookshire, Michael | 75,776 |

| Name | Amount |
|---|---|
| Brossart, Cory | 98,620 |
| Brossart, Sarah | 60,770 |
| Brotzel, Susan | 83,427 |
| Broughton, Marlene | 83,105 |
| Brown, Alison | 59,469 |
| Brown, Amelia | 56,502 |
| Brown, Amy | 71,590 |
| Brown, Brenda | 55,666 |
| Brown, Chelsea | 69,757 |
| Brown, Julie | 52,822 |
| Brown, Lyndsay | 71,256 |
| Brown, Ramona | 81,702 |
| Brown, Shauna | 72,587 |
| Brown, Shelby | 76,620 |
| Brubacher, Mary | 122,084 |
| Bruce, Colleen | 88,147 |
| Bruce, Marissa | 77,747 |
| Bryant, Joanne | 94,346 |
| Bryant, Lenore | 110,679 |
| Bryanton, Sarah | 52,112 |
| Brydon, Daniel | 81,785 |
| Buan, Anneth | 77,982 |
| Buchan, Nancy | 110,989 |
| Buchanan, Linda | 66,602 |
| Buchholz, Marc | 112,819 |
| Buck, Curtis | 52,479 |
| Buckingham, Kimberlee | 70,807 |
| Buckoski, Mary | 84,809 |
| Budd, Hazel | 52,710 |
| Budd, Megan | 87,301 |
| Buddecke, Judith | 98,264 |
| Bueckert, Devin | 107,088 |
| Buemio Campbell, Cecilia | 111,680 |
| Buen, Caroline | 112,521 |
| Buenavista, Proserphina | 93,286 |
| Buenavista, Rosemarie | 71,635 |
| Bueno, Janet | 103,311 |
| Bueno, Kathlene | 116,769 |
| Buergel, Robyn | 85,045 |
| Bugoy, Sarah | 88,344 |
| Bugyi, Shari | 88,548 |
| Buhler, Jenna | 52,630 |
| Buhler, Tracy | 93,601 |
| Bunce, Charlene | 76,791 |
| Bundus, Kareen | 54,998 |
| Bunker, Johnathan | 107,880 |
| Bunsay Gotoc, Maria Teresa | 52,002 |
| Bunsay, Reynald | 55,000 |
| Burak, Leanne | 64,956 |
| Burant, Colette | 106,632 |
| Burant, Rodney | 94,119 |
| Burechailo, Della | 54,112 |
| Burgess, Susan | 103,213 |
| Burkitt, Shannon | 164,556 |
| Burla, Tamara | 138,502 |

| Name | Amount |
|---|---|
| Burnay Vaags, Gisele | 87,713 |
| Burnett, James | 74,219 |
| Burns, Michele | 78,749 |
| Burns, Sarah | 106,777 |
| Burstyk, Megan | 56,063 |
| Burton, Amanda | 79,769 |
| Burton, Sheila | 66,385 |
| Burton, Teralee | 65,477 |
| Burym, Kassandra | 78,266 |
| Burym, Roxane | 79,430 |
| Busby, Camille | 80,955 |
| Busch, Delanna | 85,088 |
| Busch, Lynne | 78,622 |
| Butalid, Jessica | 51,628 |
| Butler, Breanna | 93,449 |
| Butler, Karen | 102,586 |
| Butz, Dawn | 88,290 |
| Butzelaar, Zoe | 50,754 |
| Buxton, Zachary | 81,746 |
| Buzash, Candace | 107,658 |
| Buzash, Robert | 106,185 |
| Buzila, Dora | 106,315 |
| Byblow, Crishella | 52,050 |
| Byers, Christopher | 65,080 |
| Cabigon, Enrico | 432,657 |
| Cabilitasan, Carol | 70,169 |
| Cabrera, Normalyn | 54,089 |
| Caburao, Crystal | 86,482 |
| Caburao, Olivia | 152,087 |
| Cabylis, Angela | 70,662 |
| Cain, William | 87,069 |
| Cairns, Lisa | 105,298 |
| Caladiao, Cherissa | 97,480 |
| Calamba, Amparo | 140,782 |
| Calcraft, Susan | 102,406 |
| Calder, Dawn | 204,331 |
| Caleval, Robert | 82,244 |
| Calhoon, Brittany | 77,957 |
| Calhoon, Mae | 109,649 |
| Calibaba, Kristen | 72,931 |
| Calibjo Cruz, Chyrel | 109,436 |
| Calland, Bree | 92,405 |
| Callum, Marilyn | 91,202 |
| Camara, Clorinda | 65,408 |
| Camba, Anicia | 76,046 |
| Camegla, Dionisio | 55,540 |
| Cameron, Bonnie | 121,837 |
| Cameron, Faith | 89,186 |
| Cameron, Jay | 75,024 |
| Cameron, Pamela | 99,689 |
| Cameron, Tina | 99,188 |
| Camins, Jacy | 83,982 |
| Camins-Olmstead, Jocelyn | 94,231 |
| Campbell, Alison | 77,703 |
| Campbell, Brad | 50,878 |

# APPENDIX D: PAYEE LIST

| Name | Amount |
|---|---|
| Campbell, Brenda | 84,830 |
| Campbell, Gordon | 73,432 |
| Campbell, Jenna | 69,895 |
| Campbell, Jessica | 75,957 |
| Campbell, Karen | 51,758 |
| Campbell, Lisa | 63,294 |
| Campbell, Tina | 71,137 |
| Campbell, Tyler | 100,763 |
| Canales, Moises | 56,620 |
| Cannon, Brianne | 74,563 |
| Cannon, Cheryl | 53,162 |
| Cano, Laura | 94,801 |
| Cant, Katherine | 66,541 |
| Cantrell, Amelia | 76,987 |
| Canute, Raymond | 58,414 |
| Caplette, Rhonda | 50,092 |
| Caragata, Cindy | 94,395 |
| Carasig, Daisy | 110,823 |
| Cardinal, Tiffany | 53,256 |
| Cardwell, Kenneth | 90,741 |
| Cargill, Brad | 95,418 |
| Carino, Dondi | 58,076 |
| Carino, Jobelle | 68,027 |
| Carlson, Amy | 59,671 |
| Carlson, Andrea | 53,386 |
| Carlson, Anita | 59,381 |
| Carlson, Cheryl | 94,100 |
| Carlson, Ed | 74,249 |
| Carlson, Jerrilyn | 82,102 |
| Carlson, Lorri Ann | 158,701 |
| Carlson, Maria | 101,864 |
| Carlson, Stephanie | 122,661 |
| Carlson, Teresa | 171,395 |
| Carman, Chris | 71,937 |
| Carman, Shelan | 51,834 |
| Caro, Imelda | 51,498 |
| Caro, Josephine | 80,560 |
| Carpenter, Colbi | 101,007 |
| Carr, Gary | 69,419 |
| Carr, James | 88,741 |
| Carr, Lee Ann | 94,533 |
| Carr, Lisa | 95,795 |
| Carr, Michelle | 87,252 |
| Carrell, Dawna | 89,405 |
| Carreon, Jeniffer | 86,661 |
| Carriere, Marilyne | 55,235 |
| Carroll, Kathy | 55,941 |
| Carson, George | 291,496 |
| Carson, Ramona | 79,739 |
| Carson, Sara | 75,746 |
| Carter, Crista | 84,830 |
| Carteri Bitz, Francesca | 95,649 |
| Carteri, Carlina | 64,073 |
| Carton, Dayna | 73,030 |
| Carton, Susan | 103,041 |
| Cartwright, Colleen | 81,961 |
| Carubio, Ruth | 122,695 |
| Carvell, Daylene | 79,343 |
| Carvell, Leona | 97,078 |
| Casemore, Chris | 89,813 |
| Casemore, Janel | 117,684 |
| Cash, Kathy | 55,152 |
| Cassano, Ashley | 69,959 |
| Castillo, Emma | 63,957 |
| Castillo, Raquel | 119,494 |
| Caufield, Lana | 91,554 |
| Causevic Kriznar, Alisa | 60,450 |
| Cavan, Janine | 75,500 |
| Cave, Christopher | 94,275 |
| Cavers, Stephanie | 131,051 |
| Cayabyab, Almerante | 129,280 |
| Cayari, Necita | 100,732 |
| Cazakoff, Jaime | 92,206 |
| Cazakoff, Sharon | 108,425 |
| Cerato, Jeff | 53,563 |
| Ceron, Jocelyn | 50,095 |
| Chabot Baker, Jeanne | 80,091 |
| Chakua, Emily | 110,265 |
| Chalupiak, Carmen | 53,174 |
| Chamberlin, Lindsay | 87,882 |
| Chamberlin, Lisa | 118,534 |
| Chambers, Holly | 88,044 |
| Chambers, Kimberly | 82,539 |
| Chamney, Hali | 120,066 |
| Chan, Michael | 80,528 |
| Chan, Samdaye | 81,776 |
| Chan, Sarah | 94,950 |
| Chan, Tyler | 65,617 |
| Chapman, Brenda | 94,078 |
| Chapple, Alan | 158,701 |
| Chard, Erin | 93,212 |
| Chard, Stephen | 92,674 |
| Charette, Brenda | 90,987 |
| Charles, Jennifer | 78,389 |
| Chartier, Lanaya | 103,748 |
| Chase, Kathleen | 60,839 |
| Chase, Wayne | 71,875 |
| Chasse, Bonnie | 54,998 |
| Chatterson, Terri | 63,595 |
| Chavez, Nenette | 53,058 |
| Chaykowski, Jaclyn | 61,774 |
| Chaykowski, Kim | 71,859 |
| Checa, Aleenor | 70,358 |
| Cheema, Hassan | 63,585 |
| Chemplayil Tom, Sainamol | 56,068 |
| Chen, Shan | 116,321 |
| Chernoff, Amy | 88,374 |
| Cherry, Jessica | 67,324 |
| Cherwinski, Jennifer | 66,988 |
| Chesko, Delee | 72,331 |
| Chesters, Patricia | 94,145 |
| Chestney, Sherry | 84,475 |
| Chevalier, William | 82,377 |
| Chew, Foong | 85,885 |
| Chhokar, Bhawarjit | 84,848 |
| Chicoose, Delmar | 70,239 |
| Chicoose, Joylynn | 75,313 |
| Chiddenton, Terri | 116,434 |
| Ching, Nancy | 100,027 |
| Chipurda, Romana | 55,711 |
| Choboter, Nannette | 55,629 |
| Chomyn, Terry | 110,835 |
| Chorney, Peggy | 76,363 |
| Chow, Arnold | 91,190 |
| Chrispin, Victoria | 68,551 |
| Christoph, Valerie | 87,155 |
| Christopherson, Catherine | 80,876 |
| Christopherson, Clifton | 70,194 |
| Christopherson, Kim | 76,286 |
| Chrusch, Wendy | 307,565 |
| Chuley, Kayla | 50,769 |
| Church, Erica | 55,284 |
| Church, Patricia | 79,334 |
| Chursinoff, Charlene | 68,189 |
| Cibart, Janice | 95,104 |
| Cielo, Aida | 117,109 |
| Ciortan Schurko, Sharon | 54,002 |
| Clamor, Corazon | 87,443 |
| Clark Downton, Cynthia | 65,802 |
| Clark Musschoot, Melissa | 108,995 |
| Clark, Jamie | 112,517 |
| Clark, Larry | 96,514 |
| Clark, Lesley | 93,950 |
| Clark, Sheila | 63,772 |
| Clarke, Alice | 68,868 |
| Clarke, Carolynn | 100,749 |
| Clarke, Charlene | 101,140 |
| Clarke, Janelle | 59,823 |
| Clarke, Renee | 89,836 |
| Clarke, Sheryl | 95,411 |
| Clarke, Yvonne | 54,809 |
| Clarkson, Tracy | 108,765 |
| Classen, Michelle | 70,373 |
| Claveria, Neresa | 93,342 |
| Clay Lewis, Diane | 73,659 |
| Clay, Adeline | 113,256 |
| Claypool, Shannon | 56,208 |
| Cleggett, Janet | 66,332 |
| Clelland, Dana Lu | 71,593 |
| Clemmensen, Jolene | 78,738 |
| Clews, Krystal | 99,571 |
| Cloutier, Andrea | 75,079 |
| Clow, William | 53,563 |
| Coakwell, Tara | 107,142 |
| Coates, Anna | 106,152 |

# APPENDIX D: PAYEE LIST

| Name | Amount |
|---|---|
| Cobbledick, Bev | 71,642 |
| Coburn, Ronald | 72,994 |
| Cochrane, Robert | 64,392 |
| Cochrane, Shelley | 86,248 |
| Code, Barbara | 81,460 |
| Coderre, Haley | 75,485 |
| Coderre, Terri | 95,475 |
| Cody, Danica | 51,038 |
| Cody, Kim | 58,981 |
| Cole Sebastian, Valerie | 82,611 |
| Cole, Kendra | 88,683 |
| Coles, Kathie | 94,150 |
| Collins, David | 94,151 |
| Collins, Sherri | 61,016 |
| Collins, Trudy | 59,148 |
| Comfort, Patricia | 102,586 |
| Comrie, Kim | 91,085 |
| Concha, Trecerio Marco | 77,848 |
| Condino, Michael | 70,634 |
| Conrad, Marcie | 57,894 |
| Constantino, Eleonor | 114,088 |
| Constantino, Eric | 50,561 |
| Contreras, Gisela | 83,751 |
| Cook, Andrea | 93,969 |
| Cook, Stephanie | 129,330 |
| Cooke, Ashlyn | 83,500 |
| Coombs, Leann | 70,022 |
| Cooney, Duddow | 107,848 |
| Coons, Pamela | 55,477 |
| Coons, Randi | 53,674 |
| Cooper, Christina | 85,671 |
| Cooper, Deseri | 67,624 |
| Cooper, Lisa | 64,772 |
| Cooper, Lucinda | 54,150 |
| Cooper, Ronald | 96,076 |
| Copeland, Shannon | 77,788 |
| Cordero, Maria Theresa | 61,406 |
| Corley, Stacy | 60,952 |
| Coronia, Yolanda | 114,274 |
| Cortes Santos, Karen Mae | 110,669 |
| Cortes, Stacey | 86,933 |
| Coruzzi, Deanna | 61,352 |
| Cossette, Marlee | 102,626 |
| Cossette, Melissa | 50,585 |
| Costache, Nicole | 60,483 |
| Costanza, Chelsa | 56,640 |
| Costley, Carmen | 70,729 |
| Cote, Shannon | 85,433 |
| Coulson, Carla | 55,240 |
| Coulthard, Lauren | 57,529 |
| Coulthard, Margaret | 73,102 |
| Counios Gane, Aikaterina | 96,127 |
| Courtney, Jacci | 58,558 |
| Coutts, Leah | 84,764 |
| Covert Ruttenber, Laurie | 70,074 |
| Cowan, Jessica | 66,538 |
| Cowan, Shannon | 86,852 |
| Cozman, Shelley | 53,347 |
| Craig, Dawn | 97,053 |
| Craig, Georgina | 75,421 |
| Craig, Joseph | 53,928 |
| Craig, Tanya | 52,284 |
| Crawford, Judy | 64,341 |
| Crawford, Kathleen | 73,482 |
| Creightney, Maxine | 53,642 |
| Crerar, Alexandra | 73,160 |
| Crittenden, Shirley | 99,639 |
| Cross, Bryan | 108,396 |
| Cross, Claudia | 100,665 |
| Cross, Treena | 94,151 |
| Crossley, Laurie | 91,738 |
| Crossman, Judy | 50,203 |
| Crosson, Adam | 75,511 |
| Crowe, Nanciann | 50,838 |
| Cruz Paraiso, Myrna | 61,556 |
| Cruz, Christine | 86,140 |
| Cruz, Jennipher | 95,038 |
| Cruzpero, Jaymayl | 50,379 |
| Csoke, Tricia | 86,470 |
| Csudom, John | 69,867 |
| Cuello, Alex | 51,682 |
| Cuevas, Maria | 50,756 |
| Culham, Sherry | 80,563 |
| Culig Dalziel, Jasmin | 68,801 |
| Culig, Ernesto | 80,746 |
| Culig, Glory | 93,957 |
| Cullen, John Paul | 173,027 |
| Cullen, Stacy | 57,397 |
| Culling, Carla | 97,951 |
| Cullins, Joan | 59,757 |
| Cunningham, Mallory | 77,460 |
| Currie Noble, Jill | 81,894 |
| Currie, Linda | 67,072 |
| Currie, Lisa | 73,250 |
| Currie, Lynne | 158,297 |
| Currie, Nicolle | 129,000 |
| Curry, Glenna | 135,796 |
| Cursons, Sara | 79,811 |
| Curtis, Danielle | 51,075 |
| Curtis, Deborah | 108,042 |
| Curtis, Rob | 104,518 |
| Curts, Ashley | 94,618 |
| Curts, Jacqueline | 92,929 |
| Cuthill, Kassandra | 65,286 |
| Cwynar, Chris | 93,187 |
| Cyr, Nicole | 76,060 |
| Cyr, Tammy | 75,721 |
| Czerwonka, Betty Ann | 52,624 |
| Czmuchalek, Alysia | 91,578 |
| Daaza, Rosemary | 81,357 |
| Dabao, Cherrylyn | 110,288 |
| Dabao, Shevie Ann | 84,287 |
| Dahiya, Sukhraj | 57,229 |
| Dahlgren, Lori | 88,024 |
| Daibu, Takasuke | 76,026 |
| Dakiniewich, Lori | 77,283 |
| Daku, Bonnie | 90,695 |
| Dale, Rheanna | 80,812 |
| Dalidowicz, Michelle | 51,289 |
| Dallaire, Danielle | 94,135 |
| Dally, Katherine | 114,676 |
| D'Almeida, Donna | 81,908 |
| Daly, Jason | 84,948 |
| Dancsok, Marie | 87,136 |
| Daniar, Katie | 77,870 |
| Daniels, Michelle | 101,348 |
| Danielson, Carla | 75,917 |
| Danoog, Cecilia | 59,410 |
| Danylczuk, Mike | 82,429 |
| Danyliw, Brian | 121,435 |
| Danyliw, Carol | 55,576 |
| Dappay, Carina | 109,652 |
| Daradich, Byron | 70,412 |
| Daradich, Lisa | 81,468 |
| Daradich, Tracey | 66,179 |
| Dauncey, Jennifer | 121,812 |
| Dauphinais, Cori | 84,186 |
| Dave, Shiv | 81,409 |
| Davidowich, Lorrie | 137,437 |
| Davidson, Cathy | 121,113 |
| Davidson, Vivian | 159,708 |
| Davis, Gillian | 90,923 |
| Davis, Jeffery | 79,835 |
| Davis, Nora | 61,328 |
| Davis, Ryan | 57,548 |
| Davis, Tennille | 78,104 |
| Dawson, Barbara | 57,929 |
| Dawson, Isiah | 88,844 |
| Dawson, Lorna | 95,418 |
| Day, Christine | 103,926 |
| Day, Edward | 99,684 |
| Dayne, Jacquelen | 119,434 |
| De Brusk, Valerie | 55,587 |
| De Castro, Sienna Angeli | 62,765 |
| De Guzman, Jenny | 128,561 |
| De Hoop, Karleen | 55,480 |
| De Jong, Shauna | 75,492 |
| De La Cruz, Vincent | 121,183 |
| De La Rosa, Jocelyn | 60,619 |
| De Los Reyes, Sonia | 219,621 |
| Deacon, Ashley | 55,549 |
| Dean, Erlinda | 51,854 |
| Dean, Kathy | 52,669 |
| Dean, Teresa | 60,121 |
| Dean, Valerie | 64,133 |

# APPENDIX D: PAYEE LIST

| Name | Amount |
|---|---|
| Debesai, Michael | 50,290 |
| Dechellis, Enrico | 79,351 |
| Deck, Gordon | 69,230 |
| Deck, Heather | 62,499 |
| Deck, Melinda | 96,593 |
| Decorby, Bonny | 66,492 |
| Decosmo, Carla | 68,398 |
| Decoste, Jessie | 77,945 |
| Dedman, Heather | 106,768 |
| Deets, Barbara | 96,867 |
| Defelipe, Richel | 76,667 |
| Degenstein, Debra | 50,452 |
| Dehmke, Cheryl | 84,345 |
| Deiter, Robert | 53,597 |
| Dejaegher, Kali | 57,599 |
| Dejong, Jane | 50,291 |
| Dejose, Breanne | 56,850 |
| Del Mar, Katrina | 97,215 |
| Dela Cruz, Amanda | 69,004 |
| Dela Cruz, Nilo | 113,030 |
| Dela Cruz, Renato | 51,826 |
| Delainey, Linda | 66,833 |
| Delaney, Rosanna | 75,690 |
| Delorme, Ivy | 64,414 |
| Delorme, Tracey | 50,119 |
| Delos Santos, Maria Sheila | 50,635 |
| Delparte, Chelsea | 64,070 |
| Delsnider, Allison | 78,852 |
| Demeray, Amy | 76,912 |
| Demeria, Anne | 98,212 |
| Demerse, Vicki | 87,102 |
| Deminchuk, Kimberley | 83,583 |
| Dempsey, Charlene | 80,449 |
| Demyen, Alisha | 112,028 |
| Deneve Brockett, Daniel | 73,375 |
| Denham, Jocelyn | 60,162 |
| Denham, Kristen | 85,608 |
| Denham, Terence | 69,419 |
| Denouden, Danielle | 53,744 |
| Denton, Jennifer | 92,029 |
| Dentremont, Andre | 74,471 |
| Deogaygay, Janice | 94,595 |
| Depeel, Whitney | 103,529 |
| Derby, Katherine | 77,280 |
| Derbyshire, Karrie | 104,588 |
| Deregowski, Andrea | 61,503 |
| Deren, Mary | 72,591 |
| Derkach, Kelsey | 65,948 |
| Derksen, Caroline | 96,406 |
| Derow, Melissa | 91,002 |
| Descottes, Tasha | 65,447 |
| Desjardins, Annette | 89,796 |
| Desjarlais, Elise | 95,588 |
| Desjarlais, Tyler | 73,865 |
| Desnomie, Harry | 99,943 |
| Desorcy, Danielle | 106,527 |
| Despins, Gregory | 55,036 |
| Desrochers, Miranda | 108,117 |
| Desrosiers, Bernard | 80,312 |
| Desrosiers, Evelyn | 53,780 |
| Desrosiers, Jonathon | 55,224 |
| Detiquez, Ronaldo | 118,827 |
| Deutsch, Lesley | 70,921 |
| Devine, Jenna | 88,165 |
| Devreese, Kayla | 74,537 |
| Dew, Cheryl | 109,992 |
| Dewald, Connie | 100,642 |
| Dewar, Keith | 442,006 |
| Dewar, Kimberly | 67,324 |
| Deydey, Kimmberly | 64,650 |
| Dhaliwal, Harpreet | 55,645 |
| Dhaliwal, Karenjot | 73,338 |
| Dhaliwal, Mohinder | 72,483 |
| Dhaliwal, Navreet | 68,336 |
| Dhaliwal, Pushpinder | 60,053 |
| Dhami, Sukhdeep | 82,796 |
| Dhesi, Sarbjit | 55,356 |
| Dhillon, Kam | 111,008 |
| Dhillon, Naaznit | 83,358 |
| Di Paolo, Giustina | 91,763 |
| Di Paolo, Leila | 98,668 |
| Dickie, Crystal | 78,702 |
| Dickie, Kim | 73,590 |
| Dickin, Tamara | 96,918 |
| Dickson, Karen | 109,120 |
| Dielschneider, Pat | 98,276 |
| Dielschnieder, Lynne | 88,241 |
| Diener, Tania | 326,894 |
| Diestro-Limboy, Madeline | 117,691 |
| Dietzmann, Michele | 52,718 |
| Diewold, Lisa | 50,206 |
| Diewold, Shauna | 86,667 |
| Digney Davis, Lora | 66,352 |
| Diloha, George | 53,468 |
| Dima, Anda | 94,127 |
| Dimaano, Maria Analiza | 97,729 |
| Dimond, Jory | 96,096 |
| Dimond, Laurie | 51,706 |
| Dinh, Tham | 75,859 |
| Dionisio, Haley | 71,505 |
| Dix, Vanessa | 74,936 |
| Dixon, Lana | 77,265 |
| Dixon, Laura | 52,932 |
| Dizon, Emmanuel | 104,629 |
| Dizy, Danielle | 79,510 |
| Dizy, Jacquelin | 116,822 |
| Dmyterko, Myles | 96,133 |
| Dmyterko, Nicholas | 71,387 |
| Dmyterko, Sylvia | 98,154 |
| Dmytriw, Pamela | 108,314 |
| Doan, Pamela | 90,416 |
| Dobra, Sandra | 90,683 |
| Dobranski, Bonnie | 78,501 |
| Dobson, Beverley | 79,395 |
| Doering, Kari | 74,175 |
| Doerksen, Korin | 66,469 |
| Doerksen, Norma | 80,141 |
| Dohms, Timothy | 52,690 |
| Dolha, Lloyd | 87,938 |
| Dolmage, Jennifer | 56,406 |
| Dolney, Chantelle | 68,926 |
| Dolor, Jacqueline | 95,145 |
| Dominey, Jenifer | 104,256 |
| Domingo, Conie | 66,088 |
| Domingo, Emily Jean | 74,775 |
| Domingo, Francis | 94,582 |
| Dominic, Anish | 71,214 |
| Domokos, Jessica | 88,443 |
| Donald, Angela | 91,440 |
| Donald, Heather | 94,151 |
| Donaldson, Tanya | 53,782 |
| Dong, Cindy | 84,830 |
| Donison, Milena | 99,791 |
| Donison, Nicole | 94,501 |
| Donnelly, Jo Anne | 98,187 |
| Donnelly, Mellissa | 87,258 |
| Donst, Lesley | 94,869 |
| Dore, Brie | 88,445 |
| Dore, Michelle | 56,286 |
| Dore, Pauline | 88,135 |
| Dorsch, Meghan | 102,325 |
| Dos Santos, Randy | 60,167 |
| Dosdall, Cheryl | 101,832 |
| Doucette, Danielle | 91,603 |
| Doughty, Patricia | 53,563 |
| Douglas, Adrienne | 73,902 |
| Doutkevitch, Irena | 63,196 |
| Dovell, Margaret | 55,924 |
| Downes, Melessa | 59,890 |
| Downey, Scott | 91,762 |
| Downton, Michelle | 102,586 |
| Drackett, Nancy | 71,528 |
| Dragan, Nicole | 99,799 |
| Drake, Patricia | 51,791 |
| Drake, Peggy | 94,352 |
| Draper, Cheryl | 78,627 |
| Dreger, Nicole | 70,602 |
| Dreher, Annemarie | 87,791 |
| Dreher, Julie | 87,977 |
| Dribnenki, Carolyn | 92,536 |
| Driediger, Crystal | 85,855 |
| Droder, Danielle | 105,701 |
| Drummond, James | 139,261 |
| Drysdale, Owen | 50,727 |
| D'Souza, Olina | 79,711 |

# APPENDIX D: PAYEE LIST

| Name | Amount |
|---|---|
| Dubey, Gaurav | 80,342 |
| Dubin, Michelle | 53,193 |
| Dublanica, Tricia | 70,053 |
| Dubois, Brenda | 88,523 |
| Ducharme Mcauley, Alma | 52,351 |
| Ducharmie, Tricia | 76,444 |
| Duffield, Jana | 108,151 |
| Dufour-Contreras, Marina | 56,413 |
| Dugal, Amber | 93,249 |
| Dujardin, Cheri | 52,586 |
| Duke, Bradley | 60,973 |
| Duke, Cheryl | 71,179 |
| Duke, Lori | 76,837 |
| Duke, Meghan | 102,174 |
| Dumas, Denita | 133,303 |
| Dumont, Loreen | 81,794 |
| Dumont, Meagan | 73,959 |
| Dumont, Zachary | 112,010 |
| Duncan, Jacqueline | 76,012 |
| Duncan, Shannon | 86,561 |
| Duncan, Tessa | 109,962 |
| Dunfield, Vera | 106,776 |
| Dunford, Lynette | 92,973 |
| Dungca, Nova | 131,159 |
| Dunkeld, Diedre | 87,739 |
| Dunlop, Kim | 74,946 |
| Dunn, Laurie | 51,805 |
| Dunphy, Corry | 80,940 |
| Dunville, Nicole | 89,267 |
| Dunville, Wanda | 55,794 |
| Dupont, Donna | 76,014 |
| Dupperon, Scott | 51,917 |
| Durack, Leanne | 51,368 |
| Duran, Randeen | 57,846 |
| Dureau, Crystal | 79,795 |
| Dureau, Gerald | 52,913 |
| Dussion, Misty-Dawn | 69,531 |
| Dusterbeck Colhoun, Tammy | 123,695 |
| Dutchak, Andrea | 92,904 |
| Dutchak, Kristin | 167,358 |
| Dvernichuk, Ranel | 68,512 |
| Dwyer, Ashley | 55,021 |
| Dwyer, Destiney | 76,865 |
| Dyck, Darla | 73,225 |
| Dyer, Deborah | 80,168 |
| Dzuba, Mandi | 55,746 |
| Earle, Kimberley | 77,676 |
| Earnshaw, Karen | 273,348 |
| Earnshaw, Theresa | 93,057 |
| Easton, Amy | 82,418 |
| Eastuke, Louisa | 50,331 |
| Ebbett, Heather | 97,771 |
| Eberle, Allison | 86,051 |
| Eberle, Eileen | 65,874 |
| Eberle, Janet | 97,986 |

| Name | Amount |
|---|---|
| Eberle, Mandy | 50,980 |
| Eberle, Rhonda | 89,046 |
| Eberlein, Shanti | 89,108 |
| Eberts, Tanya | 50,794 |
| Eckert, Katie | 90,180 |
| Edgar Cozine, Shelly | 141,540 |
| Edge, Linda | 75,751 |
| Edgerton, Jordan | 93,706 |
| Edmands, Carol | 81,775 |
| Edmands, Jeff | 107,638 |
| Edmands, Laura | 81,279 |
| Edwards, Colleen | 100,923 |
| Edwards, Joanne | 85,602 |
| Edwards, Kristopher | 62,961 |
| Edwards, Terry | 84,830 |
| Efunwa, Uche | 58,377 |
| Egeto, Afton | 61,444 |
| Egeto, Kyle | 104,137 |
| Ehman, Breanne | 53,482 |
| Ehrlich, Victoria | 127,989 |
| Ehrmantraut, Donald | 137,437 |
| Eichhorst, Helga | 95,418 |
| Eisenzimmer, Kathryn | 98,617 |
| Eisnor, Brendan | 89,311 |
| Eklund, Kayla | 81,838 |
| Elash, Alexander | 81,012 |
| Eley, Maureen | 84,923 |
| Eliason, Jennifer | 87,693 |
| Elkew, Jada | 89,112 |
| Ell, Grettalynn | 158,701 |
| Ell, Sandra | 94,557 |
| Ell, Sharlene | 60,921 |
| Ell, Tawndra | 52,586 |
| Elliot, Erica | 57,101 |
| Elliott, Brenna | 80,000 |
| Elliott, Clark | 54,274 |
| Elliott, Heather | 106,395 |
| Ellis, Carla | 99,309 |
| Ellis, Sharon | 77,650 |
| Ellis, Tracey | 102,237 |
| Ellis, Yvonne | 59,869 |
| Elpa, Maria Else | 61,118 |
| Elton, Candice | 105,828 |
| Eluwa, Uche | 56,043 |
| Emeka-Okere, Elizabeth | 87,715 |
| Emery, Alison | 83,429 |
| Emkeit, Liberty | 62,942 |
| Emmatty Jose, Manoj Kum | 69,470 |
| Engel, Keith | 70,029 |
| Engel, Patricia | 138,938 |
| Engele, Carla | 93,809 |
| Engele, Kathleen | 112,835 |
| Engen, Katherine | 141,944 |
| England, Sienna | 61,736 |
| English, Darcy | 52,138 |

| Name | Amount |
|---|---|
| Englund, Judy | 66,626 |
| Enmark, Sherry | 146,502 |
| Enriquez, Rex | 51,485 |
| Ens, Cindy | 85,127 |
| Entner, Darren | 94,271 |
| Erbach, Shelley | 84,468 |
| Erhardt, Ashly | 114,255 |
| Erhardt, Jolene | 86,316 |
| Erick, Brenda | 54,494 |
| Erickson, Jennifer | 105,213 |
| Erickson, Morgan | 71,477 |
| Erickson, Sarah | 105,509 |
| Erixon, Lindsey | 74,762 |
| Ermel, Erin | 50,587 |
| Ermel, Kelly | 72,078 |
| Ermel, Kelsey | 81,439 |
| Ermel, Lexi | 72,785 |
| Ermel, Rebecca | 105,543 |
| Eros, Hazel | 91,465 |
| Escanlar, Anabellee | 90,443 |
| Esch, Suzanne | 78,828 |
| Escott, Susan | 108,110 |
| Esguerra, Arnold | 114,716 |
| Espenell, Gaye | 87,948 |
| Espinosa, Eilene Mae | 99,242 |
| Essien, Benjamin | 76,528 |
| Estioco, Joseph | 98,076 |
| Eugenio, Jeffrey | 81,930 |
| Eugenio, Thea Myra | 52,513 |
| Euraoba, Cecilia | 79,765 |
| Euraoba, Daryl Marie | 85,559 |
| Euraoba, Misael | 51,498 |
| Euraoba, Valeria | 50,029 |
| Euteneier, Sandra | 158,873 |
| Evans, Barbara | 64,609 |
| Evans, Leah | 93,521 |
| Ewanchuk, Adrienne | 64,627 |
| Ewart, Amy | 78,814 |
| Ewart, Brian | 64,873 |
| Ewing, John | 55,667 |
| Exner, Brittany | 71,708 |
| Faal, Darla | 74,144 |
| Fadare, Deborah | 124,321 |
| Fahlman, Joann | 71,257 |
| Fairbairn, Steven | 86,390 |
| Faires, Meredith | 103,597 |
| Faith, Karen | 52,664 |
| Faizali, Nahid | 108,415 |
| Falana, Ayorinde | 67,355 |
| Falk, Lisa | 81,976 |
| Fallaria, Lani | 62,513 |
| Famador, Perlita | 123,044 |
| Famulak, Jackie | 106,836 |
| Farkas, Lynnmarie | 74,070 |
| Farmer, Carol | 79,139 |

# APPENDIX D: PAYEE LIST

| Name | Amount |
|---|---|
| Farn, Ann | 72,498 |
| Farnden, Janelle | 62,491 |
| Farnell, Sheila | 69,290 |
| Farnell, Trina | 54,929 |
| Farrell, Grace | 95,821 |
| Farrer, Chelsea | 71,913 |
| Farrow, Jillian | 52,747 |
| Fauchon, Michelle | 100,560 |
| Faure, Lillian | 53,718 |
| Fawcett Kennett, Jacqui | 124,918 |
| Fawcett, Tracy | 50,689 |
| Fay, Christopher | 99,869 |
| Fay, Michael | 92,618 |
| Faye, Rachel | 96,215 |
| Fazakas, Miranda | 79,906 |
| Fedec, Jacquline | 117,814 |
| Federko, Marion | 76,806 |
| Fehr, Wendy | 96,873 |
| Feil, Shauna | 98,371 |
| Felix, Rebecca | 87,701 |
| Felskie, Angela | 91,570 |
| Fennell, Susan | 63,400 |
| Ferguson, Janet | 97,045 |
| Ferguson, Sheila | 113,060 |
| Feruglio, Megan | 62,591 |
| Fesciuc, Jennifer | 85,336 |
| Feser, Janice | 84,412 |
| Fesser, Renee | 83,110 |
| Fesyk, Alisha | 60,060 |
| Fetalino, Mark Anthony | 108,397 |
| Fetch, Bobby | 64,318 |
| Fetter, Katherine | 75,552 |
| Fichter, Kim | 75,841 |
| Fichter, Loralee | 75,907 |
| Fidierchuk, Jana | 75,980 |
| Fidler, Bozena | 50,827 |
| Fidler, Mariusz | 60,775 |
| Field, Cathy | 73,661 |
| Field, Susan | 93,532 |
| Fieldgate, Michael | 51,126 |
| Filippi, Crystal | 88,292 |
| Filippi, Shelly | 100,767 |
| Fillmore, Karen | 77,382 |
| Findlay, Cyndy | 90,405 |
| Findlay, Jennifer | 98,063 |
| Findura, Katarzyna | 78,588 |
| Fingas, Gloria | 74,187 |
| Fink, Carla | 83,285 |
| Fink, Chelsey | 53,365 |
| Fink, Christoph | 61,155 |
| Fink, Sonya | 55,437 |
| Fink, Wendy | 89,346 |
| Fiorante, Connie | 102,586 |
| Firlotte, Sherri-Lee | 54,547 |
| Fischer, Janice | 79,103 |
| Fischer, Kyle | 78,275 |
| Fischer, William | 107,576 |
| Fiset Brezinski, Gisele | 104,481 |
| Fisher Phillips, Heidi | 94,151 |
| Fisher, Danielle | 76,739 |
| Fisher, Heather | 62,386 |
| Fisher, Michelle | 108,025 |
| Fisher, Monique | 126,004 |
| Fisher, Shelbi | 83,820 |
| Fishley, Melissa | 58,989 |
| Fitzgerald, Jean | 100,246 |
| Fizzard, Andrea | 86,227 |
| Fizzard, Sheldon | 83,328 |
| Flaman, Kirsten | 66,458 |
| Fleece, Jason | 75,374 |
| Fleischhacker, Dane | 55,729 |
| Fleischman, Chuck | 64,038 |
| Fleming, Gina | 88,006 |
| Fleming, Shalon | 80,015 |
| Flengeris, Helen | 88,500 |
| Flood, Ramona | 104,095 |
| Florek, Leanna | 102,083 |
| Focht, Robin | 99,169 |
| Fogarty, Erin | 72,090 |
| Fogg, Pamela | 54,062 |
| Foley, Jodi | 102,586 |
| Folgering, Carina | 64,408 |
| Folgering, Tina | 74,993 |
| Folk, Lliam | 67,891 |
| Folk, Maria | 98,323 |
| Folk, Ronald | 93,978 |
| Folk, Tammy | 54,148 |
| Foote, Kristin | 69,102 |
| Forbes, Heather | 104,025 |
| Forer, Lindsey | 88,154 |
| Forman, Sheila | 108,354 |
| Fornwald, Amanda | 76,460 |
| Fornwald, Elizabeth | 85,031 |
| Forrest, Melissa | 77,756 |
| Forsberg, Jaclyn | 71,301 |
| Forsberg, Lisa | 72,472 |
| Forsberg, Peggy | 92,045 |
| Forshner, Ruby | 111,873 |
| Forster, Melinda | 67,680 |
| Forsythe, David | 53,782 |
| Forsythe, Rosheen | 72,793 |
| Fortin, Denise | 57,123 |
| Foster, Christopher | 58,641 |
| Foster, Monica | 77,310 |
| Foster, Stephen | 100,193 |
| Foulston, Nicole | 69,757 |
| Fourlas, Karlee | 76,386 |
| Fox Tittle, Julianne | 65,779 |
| Fox, Colleen | 72,875 |
| Fox, Marina | 55,457 |
| Francis, Dev | 109,064 |
| Francis, Karen | 78,886 |
| Francisco, Lucila | 91,547 |
| Frank, Alyssa | 91,469 |
| Frank, Denice | 52,583 |
| Frank, Leah | 80,843 |
| Franke, Kayla | 58,528 |
| Franzke, Sascha | 53,152 |
| Frape, Angela | 53,471 |
| Fraser, Bart | 74,714 |
| Fraser, Nicole | 81,695 |
| Frass, Connie | 120,983 |
| Fraynak, Joanne | 125,053 |
| Fredlund, Jennifer | 86,553 |
| Fredlund, Tammy | 79,791 |
| Freeman, Joanne | 159,918 |
| Freeman, Karol | 71,305 |
| Frei, Joanne | 50,498 |
| Freiheit, Karen | 117,206 |
| Freistadt, Lindsay | 56,924 |
| French, Karen | 52,615 |
| Frew, Nadiya | 69,136 |
| Friars, Lauren | 61,421 |
| Frier, Debbie | 93,319 |
| Friesen, Della | 94,632 |
| Friesen, Gregory | 78,980 |
| Friesen, Kristyn | 80,380 |
| Fritz, Lola | 91,465 |
| Froehlich, Jason | 126,184 |
| Frohlick, Jill | 55,791 |
| Frombach, Kristin | 54,016 |
| Frostad, Kathryn | 58,737 |
| Fry, Brenda | 78,630 |
| Fry, Stacy | 51,777 |
| Fuchs, Dennaye | 113,326 |
| Fuchs, Dwayne | 51,088 |
| Fuchs, Stacy | 97,101 |
| Fuerte, Jaemie Rae | 113,842 |
| Fuhro, Heather | 98,386 |
| Funk, Tara Lee | 104,434 |
| Funke, Annamarie | 94,867 |
| Funke, Kaitlin | 67,257 |
| Furman Pelzer, Susan | 91,202 |
| Gabel, Grant | 93,516 |
| Gabel, Leslie | 95,290 |
| Gabion, Vance | 88,859 |
| Gabora, Balynda | 91,609 |
| Gaboury, Adele | 73,551 |
| Gabriel, Alice | 83,421 |
| Gabriel, Robyn | 73,350 |
| Gabriel, Tayla | 70,508 |
| Gadica, Sandra | 67,751 |
| Gafencu, Nickolas | 69,486 |
| Gaillard, Patricia | 70,743 |
| Galger, Colleen | 75,844 |

# APPENDIX D: PAYEE LIST

| Name | Amount |
|---|---|
| Gallagher, Roxanne | 64,312 |
| Gallagher, Shauna | 67,236 |
| Gallais, Leandre | 92,193 |
| Gallais, Nicole | 76,522 |
| Gallenger, Kimberly | 68,751 |
| Galloway, Sheldon | 54,518 |
| Gammel, Leanne | 78,312 |
| Gan, Xiao Juan | 66,322 |
| Gansinh, Amandeep | 87,557 |
| Garchinski, Lori | 158,655 |
| Garcia, Janelle | 77,615 |
| Gardikiotis, Tracy | 92,311 |
| Gardiner, Earl | 91,155 |
| Garneau, Nicole | 78,030 |
| Garnsey, Nicole | 90,852 |
| Garratt, Nancy | 90,759 |
| Garratt, Sharon | 191,301 |
| Garstin, Connie | 90,420 |
| Garven, Terri | 91,060 |
| Gasper, Jennifer | 95,006 |
| Gate, Melissa | 98,540 |
| Gates, Kelsey | 86,487 |
| Gatin, Sarah | 94,852 |
| Gattinger, Clare | 95,276 |
| Gaudio, Colleen | 52,586 |
| Gauthier, Debbie | 167,989 |
| Gavel, Ryan | 81,388 |
| Geall, Bonnie | 61,599 |
| Gebeyehu, Almaz | 52,246 |
| Gebhart, Deanna | 97,888 |
| Gebregiziber, Liya | 69,219 |
| Geddes, Courtney | 55,621 |
| Gee, Nathan | 77,268 |
| Geiger, Natasha | 63,322 |
| Geis, Kristina | 89,356 |
| Gelowitz, Denise | 115,560 |
| Gelowitz, Melissa | 70,047 |
| Gelsanao, Keith | 71,502 |
| Gelsinger, Bobbi Jo | 50,492 |
| Gementiza-Crooc, Mariel | 101,465 |
| Gempesaw, Brian | 74,843 |
| Genoves, Gilma | 75,449 |
| Genoves, Wilbert | 104,454 |
| Gentles, Shirley | 95,041 |
| George, Jeanne (Felice) | 80,808 |
| George, Tricia | 105,002 |
| Geran, Barbara | 100,001 |
| Gerard, Mary | 55,887 |
| Gerber, Victoria | 99,412 |
| Gerbrandt, Shelley | 101,275 |
| Gerein, Ruth | 78,206 |
| Geres, April | 79,689 |
| Gerhardt, Brenda | 75,844 |
| Gerhardt, Theresa | 85,853 |
| Gerrard, Joel | 52,816 |
| Gervais, Kelly | 75,008 |
| Gessell, Mickey | 113,763 |
| Gessner, Dusten | 88,554 |
| Gettis, Jennifer | 69,720 |
| Gettle, Peggy | 77,461 |
| Getz, Alice | 69,903 |
| Getz, Bradley | 56,340 |
| Giannetta, Toni | 94,592 |
| Giannini, Rita | 53,376 |
| Giannini, Savanna | 104,784 |
| Gianoli, Patricia | 55,004 |
| Gibbons, Katherine | 92,184 |
| Gibbs, Nikki | 54,995 |
| Gibney Hawerbier, Nicole | 56,737 |
| Gibney, Kim | 66,000 |
| Gibson, Ashley | 79,698 |
| Gibson, Cathy | 99,050 |
| Gibson, David | 88,865 |
| Gibson, Jeff | 114,488 |
| Gibson, Lynann | 70,289 |
| Gibson, Norleen | 67,961 |
| Giday, Alegnta | 51,883 |
| Giebel, Shelley | 120,259 |
| Gieg, Brian | 88,757 |
| Giesbrecht, Colin | 98,629 |
| Giesbrecht, Kirsten | 56,636 |
| Giese, Sydney | 86,186 |
| Giesen, Tanya | 54,908 |
| Giesinger, Katherine | 80,782 |
| Gil, Kimberly | 110,858 |
| Gilbert, Jennifer | 99,157 |
| Giles, Penny | 107,761 |
| Gilewicz, Cynthia | 65,152 |
| Gilewicz, Eileen | 90,166 |
| Gillanders, Jennifer | 102,408 |
| Gill-Gomes, Kamaljit | 52,228 |
| Gillies, Tracy | 52,330 |
| Gilliss, Sarah | 82,528 |
| Gilmour, Judy | 56,815 |
| Gimeno, Honeyleth | 102,059 |
| Giroux, Kristin | 81,925 |
| Giroux, Tanya | 87,846 |
| Gislason, Alanna | 80,801 |
| Glabus, Shelley | 62,401 |
| Glas, Lindsay | 72,357 |
| Glas, Shannon | 62,712 |
| Glasser, Monica | 66,089 |
| Glettler, Marlene | 87,640 |
| Glines, Gail | 64,897 |
| Gmerek, Renita | 82,221 |
| Go, Arlyn | 79,828 |
| Godenir, Leah | 60,082 |
| Godfrey Wall, Crystal | 63,783 |
| Godwin, Amanda | 77,060 |
| Goebel, Carmen | 55,073 |
| Goebel, Dolly | 55,155 |
| Goebel, Theresa | 88,522 |
| Goebel, Wendy | 70,909 |
| Goertz, Lindsey | 83,558 |
| Gogal, Lorna | 72,885 |
| Gogal, Shannon | 84,998 |
| Gokavi, Christina | 91,720 |
| Golbar, Muzeyyen | 55,826 |
| Gold, Heather | 61,234 |
| Goldfinch Dube, Carmen | 130,972 |
| Golding Guest, Leanne | 76,979 |
| Golez, Airah | 67,487 |
| Gonzales, Marlon | 80,837 |
| Gonzalez-Bravo, Mayra | 61,981 |
| Goodbrand, Ivy | 64,422 |
| Goodtrack, Jacquelin | 66,987 |
| Goodwin, Jessica | 76,771 |
| Gordon, Erica | 70,544 |
| Gordon, Lindsay | 97,870 |
| Gordon, Lorelei | 53,782 |
| Gordon, Robert | 122,394 |
| Gorectke, Kathryn | 70,729 |
| Gorin, Valerie | 69,262 |
| Gorkoff, Tonya | 76,518 |
| Gorrill, Faye | 78,228 |
| Gotchia, Guylaine | 141,059 |
| Gotoc, Menardo | 76,572 |
| Gottselig, Anita | 81,740 |
| Gottselig, Darryl | 111,150 |
| Goudreau, Robert | 78,243 |
| Goudy, Michelle | 52,586 |
| Gould, Tracy | 75,844 |
| Grad, Jennifer | 50,925 |
| Graessli, Dea | 75,682 |
| Graf, Jennifer | 110,023 |
| Graham, Arlene | 101,301 |
| Graham, Christina | 100,230 |
| Graham, Gerald | 55,962 |
| Graham, Jeanette | 62,947 |
| Grainger, Christina | 89,676 |
| Grainger, Melissa | 72,699 |
| Grammatico, Dino | 564,931 |
| Grandel, Contessa | 69,717 |
| Grandel, Kendra | 80,677 |
| Grane, Heather | 110,508 |
| Granello, Marco | 88,292 |
| Granger, Morag | 109,844 |
| Granger, Paige | 67,877 |
| Grant, Erika | 88,389 |
| Grant, Jason | 51,348 |
| Grant, Jennifer | 83,039 |
| Grant, Marnie | 65,041 |
| Grasdal, Patricia | 165,920 |
| Gravelle, Audrey | 73,973 |
| Gravelle, Lisa | 55,195 |

# APPENDIX D: PAYEE LIST

| Name | Amount | Name | Amount | Name | Amount |
|---|---|---|---|---|---|
| Gray, Angela | 77,678 | Gutwin, Kim | 96,978 | Harden, Jennifer | 54,011 |
| Gray, Carolyn | 112,483 | Guy, Mallory | 53,824 | Harder, Brenda | 80,504 |
| Gray, Cory | 93,609 | Guy, Sheri | 70,484 | Harder, Leslie | 93,185 |
| Greaves, Jolene | 80,591 | Gwilliam, Rosella | 103,179 | Harder, Ruth | 67,373 |
| Grebinsky, Cindy Lou | 88,596 | Gyorfi, Cindy | 121,278 | Harder, Sarah | 54,435 |
| Green, Andrea | 99,266 | Gyorfi, Marie-Anne | 66,064 | Hardy, Bruce | 77,198 |
| Green, Carla | 95,865 | Haaland, Daylin | 67,962 | Hardy, Pamela | 82,688 |
| Green, Karen | 58,702 | Hachkewich, Margaret | 51,645 | Harenberg, Sebastian | 95,566 |
| Green, Shelly | 67,085 | Hachkewich, Yvonne | 94,151 | Harker, Kendra | 58,857 |
| Greene, Melissa | 73,541 | Hack, Katherine | 78,131 | Harle, Connie | 112,924 |
| Greene, Verla | 93,752 | Hack, Kirsten | 51,792 | Harley, Raylene | 82,028 |
| Greenwood, Kent | 83,238 | Hagan, Tracy | 79,157 | Harmer, Jack | 63,360 |
| Greenwood, Pat | 94,672 | Hagen, Robyn | 65,240 | Harmsworth Dow, Joan | 59,247 |
| Gregory, Laura | 99,099 | Hagglund, Marlene | 138,313 | Haroldson, Joyann | 93,178 |
| Gress, Penelope | 79,771 | Hagos, Yordanos | 100,324 | Harper, Brittny | 66,815 |
| Gretchen, Monica | 62,096 | Hahn, Amanda | 73,410 | Harper, Catherine | 86,612 |
| Greville, Jason | 82,284 | Hahn, Richelle | 76,155 | Harris, Cheryle | 53,240 |
| Griffith, Tanya | 95,466 | Haid, Lori | 105,521 | Harris, Kimberly | 53,426 |
| Griffiths, Tara | 93,516 | Haider, Chantal | 53,347 | Harrison, Averi | 63,767 |
| Grigg, Karlee | 87,717 | Haines, Michael | 75,596 | Harrison, Heather | 88,894 |
| Grimard, Cindy | 82,611 | Haines, Winnifred | 102,586 | Harrison, Ian | 103,295 |
| Grimeau, Crystal | 57,242 | Hale, Barbara | 94,245 | Harrison, Lorrie | 73,293 |
| Grobowsky, Kerri | 74,548 | Halford, Jacquelin | 58,245 | Harrison, Matthew | 63,743 |
| Grohs, Trina | 98,051 | Hall Galger, Tara | 77,035 | Harrison, Scott | 113,078 |
| Gronhovd, Wanda | 84,146 | Hall, Collette | 67,652 | Harrison, Terry | 58,976 |
| Gronick, Sabrina | 79,170 | Hall, Darla | 131,257 | Hartley, Karen | 130,792 |
| [illegible]ose, Frankie | 74,529 | Hall, Leanne | 66,910 | Hartley, Laurie Anne | 67,363 |
| [illegible] Jenna | 91,773 | Hall, Shirley | 80,143 | Hartley, Teresa | 84,830 |
| [illegible]lexandra | 117,548 | Halladay, Amanda | 77,888 | Hartman, Carla | 99,030 |
| [illegible]oren | 109,492 | Halldorson, Hallie | 83,968 | Hartman, Katelynn | 73,527 |
| [illegible]inda | 104,326 | Halyk, Joanna | 81,783 | Hartman, Maria | 78,629 |
| Gross, Tracy | 76,763 | Ham, Sharon | 71,010 | Hartness, Collin | 122,081 |
| Grund, Tracy | 67,460 | Hamelin, Paula | 70,550 | Hartney, Heather | 95,530 |
| Gryba, Carmon | 51,960 | Hameluck, Paul | 109,606 | Hartney, John | 108,396 |
| Gryschuk, Paul | 64,416 | Hamill, Paul | 83,210 | Hartwell, Randi | 95,171 |
| Guansing, Alistair | 110,712 | Hamilton, Amy | 96,438 | Harty, Carolyn | 97,588 |
| Guansing, Satvir Kaur | 85,488 | Hamilton, Kieran | 94,151 | Harty, Tanya | 70,085 |
| Guenther, Sharon | 86,270 | Hammond, Shea | 51,665 | Harty, Wayne | 71,686 |
| Guenther, Zonia | 77,955 | Handford, Louise | 89,096 | Harvey, Alyssa | 63,914 |
| Guenzel, Suzanne | 92,403 | Hango, Valerie | 73,134 | Harvey, Ella | 88,019 |
| Guerra, Fernando | 82,216 | Haniff, Irfaan | 69,865 | Hassman, Breanne | 71,846 |
| Guerra, Rachel | 51,393 | Hanlin, Deborah | 65,977 | Hastings, Nadine | 58,247 |
| Guerrero, Marielena | 111,994 | Hanna, Shari | 112,695 | Haubrich, Georgena | 90,716 |
| Guiao, Andrea | 84,588 | Hannaford, Nicole | 104,675 | Haukaas, Barry | 95,468 |
| Gulak, Aarron | 67,613 | Hannah, Rhonda | 99,120 | Hauser, Corina | 82,335 |
| Gulka, Suzanne | 112,143 | Hannah, Suzanne | 94,967 | Hauser, Jeff | 107,909 |
| Gumban, Avelino Jr | 124,054 | Hansinger, Sonia | 96,563 | Hauser, Jessica | 85,253 |
| Gummeson, Keri Lyn | 97,204 | Hanson, Alexandra | 112,586 | Hawco, Nicole | 77,065 |
| Gunther, Tamara | 59,134 | Hanson, Brenda | 120,643 | Hawes, Cynthia | 90,679 |
| Gupta, Sangeeta | 81,952 | Hanson, Caitlin | 73,491 | Hawken, Katelyn | 78,429 |
| Gurski, Penny | 123,730 | Hanson, Nancy | 101,572 | Hawkins, Cynthia | 95,095 |
| Gust, Louise | 73,037 | Hanson, Nicole | 60,786 | Hawkins, Pamela | 129,413 |
| Gust, Raymond | 75,526 | Hanson, Rachelle | 92,051 | Hayes, Penny | 52,392 |
| Gustilo, Andrea | 98,854 | Hanson, Trisha | 84,288 | Hayes, Terra | 82,270 |
| Gutheil, Jocelyn | 124,233 | Hantke, Kerri | 50,273 | Hayter, Carrie | 102,982 |

# APPENDIX D: PAYEE LIST

| Name | Amount |
|---|---|
| Hazen, Michelle | 93,273 |
| Hazzard, Brandy | 51,136 |
| Head Sabtiu, Helen | 63,746 |
| Head, Dorothy | 61,835 |
| Heaney, Celeste | 108,228 |
| Hearn, Carrie | 57,260 |
| Heathcote, Jessica | 55,033 |
| Heathcote, Jon | 78,743 |
| Heathcote, Shelby | 65,170 |
| Hebert, Ann | 117,614 |
| Hebert, Deanna | 92,553 |
| Hebig, Sandra | 53,686 |
| Hedley, Divona | 52,586 |
| Hedley, Tera | 52,242 |
| Heebner, David | 91,957 |
| Heenan, Donald | 74,746 |
| Heerspink, Brett | 87,702 |
| Hegedus, Beverley | 87,101 |
| Hegglin, Karen | 80,980 |
| Heiberg, Melody | 80,819 |
| Heidt, Margaret | 55,416 |
| Hein, Shannon | 133,400 |
| Heinemann, Trevor | 58,297 |
| Heinitz, Kendra | 57,754 |
| Heinrichs, Menno | 109,474 |
| Heisler, Brittany | 51,601 |
| Helfrick, Michelle | 62,197 |
| Heller, Lacee Jayde | 67,230 |
| Helmond, Dan | 69,427 |
| Helmond, Wendy | 84,411 |
| Hemm, Sheree | 96,266 |
| Hendrickson, Brenda | 153,520 |
| Hengen, Jeanette | 96,661 |
| Henley, Jean | 53,862 |
| Henneberg, Patricia | 93,695 |
| Hennessy, Erica | 71,545 |
| Hennink, Maurice | 263,420 |
| Henricksen, Rosemary | 69,708 |
| Henry, Lana | 88,131 |
| Herback Chabot, Lorraine | 50,770 |
| Herber, Yvonne | 71,028 |
| Herbert, Tamara | 71,943 |
| Herczakowski, Leanne | 102,287 |
| Herman, Heather | 93,688 |
| Herman, Jacquelin | 73,355 |
| Herman, Kayley | 89,384 |
| Hermanus, Kim | 53,728 |
| Hernani, Xyzary | 120,066 |
| Herod, Corey | 113,309 |
| Herod, Elizabeth | 94,026 |
| Herold, Joanne | 53,021 |
| Herom, Wendy | 64,422 |
| Herperger-Govend, Kristy | 101,715 |
| Herridge, Brittney | 95,146 |
| Herzog, Mark | 91,285 |
| Herzog, Sharla | 107,579 |
| Hesketh, Brittney | 64,044 |
| Hess, Kassidy | 51,641 |
| Hetke, Christopher | 78,357 |
| Heuchert, Wendy | 90,763 |
| Hewson, Roberta | 104,095 |
| Hextall, Denise | 83,971 |
| Hextall, Gail | 79,935 |
| Heywood, Danae | 85,312 |
| Hickey, Alexandra | 70,095 |
| Hickey, Jacquelin | 69,446 |
| Hicks, Daniel | 77,449 |
| Hicks, Lisa | 56,242 |
| Hicks, Roy | 68,007 |
| Hiebert, Brenda | 91,017 |
| Hiebert, Nicola | 65,383 |
| Hiebert, Orrey | 85,500 |
| Higgins, Edward | 273,348 |
| Hiibner, Michelle | 64,317 |
| Hilderman, Laura | 51,508 |
| Hill, Amanda | 67,466 |
| Hill, Carrie | 69,589 |
| Hill, Kristie | 70,637 |
| Hill, Micheal | 88,559 |
| Hill, Shane | 82,552 |
| Hill, Sherry | 94,226 |
| Hill, Stefanie | 77,504 |
| Hill, Trisha | 74,314 |
| Hills, Jodie | 76,764 |
| Hinno, Suzanne | 50,686 |
| Hipfner, Shelly | 57,865 |
| Hipolito, Ana Liza | 120,428 |
| Hipolito, Christabella | 122,310 |
| Hipolito, Melvin | 133,764 |
| Hitchcock, Edward | 108,566 |
| Hitchcock, Jenna | 90,704 |
| Hitchings, Amanda | 102,659 |
| Hitchings, Kristin | 65,845 |
| Hnidek Wilson, Lydia | 103,169 |
| Hobbins, Melanie | 75,988 |
| Hockley, Alyssa | 63,345 |
| Hodel, Donna | 60,002 |
| Hodel, Jennifer | 76,764 |
| Hodge, Jacquelin | 56,751 |
| Hodges, Rachel | 103,478 |
| Hodgins, Jeremy | 72,571 |
| Hodgins, Ryan | 75,032 |
| Hodson, Dellina | 89,514 |
| Hodson, Paul | 99,023 |
| Hoeflicher, Jean | 76,442 |
| Hoeft, Luba | 50,838 |
| Hoeft, Tracy | 78,215 |
| Hoehn, Jenna | 76,058 |
| Hofer, Sandra | 98,886 |
| Hoff, Naomi | 78,958 |
| Hoffart, Jill | 65,139 |
| Hoffarth, Kristin | 76,409 |
| Hoffert, Michele | 81,411 |
| Hoffman, Christie | 94,151 |
| Hoffman, Shelley | 114,462 |
| Hoffmeyer, Anette | 93,210 |
| Hogberg, Roger | 50,850 |
| Hogg, Sarah | 105,366 |
| Hogg, Shawna | 64,218 |
| Holba, Nicole | 106,734 |
| Holden, Kathryn | 96,688 |
| Holden, Laura | 100,722 |
| Holfeld, Kyle | 68,417 |
| Holfeld, Sandra | 68,865 |
| Hollebeke, Coleen | 52,071 |
| Holliday, Michele | 93,612 |
| Hollinger, Ashley | 94,990 |
| Hollinger, Colleen | 95,567 |
| Holloway, Lindsay | 72,334 |
| Holm, Krista | 60,377 |
| Holmes, Heather | 93,649 |
| Holmes, Kurtis | 66,008 |
| Holmes, Marcia | 51,421 |
| Holmstrom, Carol | 54,929 |
| Holness, Kandace | 88,706 |
| Holness, Roland | 72,769 |
| Holowatuk, Kayla | 96,263 |
| Holt, Shawna | 93,231 |
| Holt, Trina | 125,290 |
| Holzapfel, Donna | 60,213 |
| Hominuke, Shari | 50,883 |
| Hoogeveen, Lance | 95,041 |
| Hook, Karla | 52,772 |
| Hookenson, Jennifer | 77,874 |
| Hooker, Cara | 147,993 |
| Hooker, Paula | 83,088 |
| Hooper, Vivian | 93,729 |
| Hopfauf, Lori | 158,576 |
| Hopkins, Elaine | 54,721 |
| Horbal, Amanda | 92,968 |
| Horejda, Natalie | 91,451 |
| Hornoi, Denise | 55,739 |
| Horse, Lucille | 84,185 |
| Horsman, Eden | 80,880 |
| Horsman, Paulette | 129,107 |
| Horvath, Joyce | 54,233 |
| Horvath, Ken | 74,394 |
| Horvath, Lois | 98,795 |
| Horvey, Lisa | 64,487 |
| Hotchen, Marlene | 91,667 |
| Hough, Jan | 73,721 |
| Houliston, Lhasa | 68,131 |
| Hourd, Brooke | 78,365 |
| House, Caitlin | 70,308 |
| Howat, Henriette | 125,154 |

# APPENDIX D: PAYEE LIST

| Name | Amount |
|---|---|
| Howe, Karen | 81,027 |
| Howie, Douglas | 83,838 |
| Howie, Linda | 52,586 |
| Howie, Naomi | 54,836 |
| Howse Lalonde, Brenda | 72,893 |
| Hoyum, Jo Anne | 64,731 |
| Hozempa, Alissa | 75,704 |
| Hrynowetsky, Denice | 74,012 |
| Hrynowetsky, Sheldon | 96,213 |
| Hsieh, Patty | 52,663 |
| Hubbard, Carol | 55,902 |
| Hubbard, Crystal | 53,985 |
| Hubbard, Larry | 60,876 |
| Huber Flahr, Charlene | 101,527 |
| Huber, Jillian | 76,550 |
| Huber, Kristyn | 85,431 |
| Huber, Laurel | 82,172 |
| Huber, Michelle | 71,699 |
| Huber, Terry | 132,589 |
| Hubic, Deanna | 52,537 |
| Hubic, Nikkoli | 79,450 |
| Hubic, Tracy | 70,404 |
| Hubich, Fran | 110,935 |
| Hubick, Chelsey | 79,320 |
| Hubick, Corynn | 87,006 |
| Hubick, Kayla | 84,993 |
| Hubick, Murray | 108,521 |
| Huculak, Debra | 75,605 |
| Hudson, Dena | 68,096 |
| Huebner, Sheryl | 64,541 |
| Huffman, Shanna | 52,303 |
| Hugg, Shauna | 98,417 |
| Hughes, Carly | 98,651 |
| Hughes, Cynthia | 135,491 |
| Hugie, Beata | 74,276 |
| Hukee, Tanay | 73,752 |
| Hung, Loren | 112,110 |
| Hunt, Candace | 64,325 |
| Hunt, Donna | 99,440 |
| Hunt, Kimberley | 92,953 |
| Hunter, Nancy | 95,662 |
| Hunter-Harms, Robyn | 88,029 |
| Hur, Young Ran | 73,301 |
| Hustak, Jon | 68,732 |
| Hutchings Besse, Janice | 158,701 |
| Hutton, Amy | 78,393 |
| Huys, Deborah | 50,545 |
| Hydaman, Janis | 88,693 |
| Hyer, Jeanne | 67,483 |
| Hysuick, Kerri | 88,076 |
| Iannetta, Victoria | 92,357 |
| Ibalio, Wenzzy | 75,706 |
| Idem, Idongesit | 83,054 |
| Idema, Joann | 76,309 |
| Idt, Christie | 74,143 |
| Ignerowicz, Kacee | 60,790 |
| Ikeogu, Victoria | 53,467 |
| Illingworth, Linde | 86,863 |
| Ingeniero, Rona | 92,747 |
| Ingham Petrescue, Carol | 66,089 |
| Ingham, Julia | 102,080 |
| Ingjaldson, Marjorie | 141,877 |
| Ingleby, Joanna | 98,518 |
| Ingram, Jamie | 84,424 |
| Ingram, Lynne | 95,718 |
| Ingram, Shanneen | 66,163 |
| Ingrouville, Bonny | 66,831 |
| Inkson, Sheryll | 114,722 |
| Innes, Heather | 103,007 |
| Innes, Jamie | 50,274 |
| Innes, Jennifer | 84,490 |
| Inot, Verna | 88,415 |
| Iqbal, Zahid | 108,557 |
| Ireland, Nicholas | 66,987 |
| Iroh, Imose | 111,189 |
| Isaac, Michelle | 121,294 |
| Isaac, Treena | 92,326 |
| Isabelle, Natalie | 64,841 |
| Isleta, John Mark | 74,203 |
| Isleta, Ma Lourdes | 61,411 |
| Issac, Divya | 75,516 |
| Issel, Brenda | 88,615 |
| Issel, Curtis | 105,410 |
| Isted, Cheryl | 83,803 |
| Ivanochko, Elizabeth | 56,938 |
| Iverson, Lisa | 60,287 |
| Iverson, Paul | 100,635 |
| Jackiw, Susan | 105,172 |
| Jackson, Andrea | 78,580 |
| Jackson, Cheryl | 69,242 |
| Jackson, Donna | 90,960 |
| Jackson, Elvira | 81,111 |
| Jackson, Erica | 53,560 |
| Jackson, Jeffery | 95,820 |
| Jackson, Marlene | 100,335 |
| Jackson, Shannon | 103,045 |
| Jacob, Joanne | 88,257 |
| Jacobs, Dawn | 85,036 |
| Jacobson, Sharon | 63,597 |
| Jacobson, Shelley | 95,787 |
| Jalloh, Bashir | 74,948 |
| James, Jeffory | 68,180 |
| Jamieson, Brenda | 109,575 |
| Janeczko, Nicole | 74,003 |
| Jan-King, Jennifer | 58,623 |
| Janotta, David | 64,830 |
| Janzen Claude, Jennifer | 126,859 |
| Janzen, Donna | 50,732 |
| Janzen, Patti | 100,626 |
| Japson, Jhoanna Norie | 53,284 |
| Jardine, Jeannette | 111,142 |
| Jarikre, Alero | 142,842 |
| Jaster, Brian | 78,669 |
| Jaworski, Brenda | 77,413 |
| Jeannot, Alayna | 100,070 |
| Jeannot, Sharon | 78,630 |
| Jeannotte, Amy | 69,684 |
| Jeena, Vinesh | 441,780 |
| Jelinski, Elyse | 73,085 |
| Jellow, Mary | 93,132 |
| Jendrasheske, Melissa | 99,011 |
| Jensen, Chris | 88,419 |
| Jensen, Jeremy | 51,556 |
| Jensen, Karen | 75,876 |
| Jensen, Kerry | 76,258 |
| Jerome, Allison | 52,732 |
| Jeske, Jacqueline | 78,624 |
| Jeske, Winona | 98,340 |
| Jessup, Amanda | 114,100 |
| Jewett Curley, Emilie | 93,194 |
| Jeworski, Debra | 62,971 |
| Jinks, Sarah | 92,476 |
| Jinson, Stephanie | 88,971 |
| Joaquin, Michelle Joy | 51,040 |
| Johannson, Julia | 61,642 |
| Johannson, Kara | 51,525 |
| John, Anu Mon | 50,691 |
| John, Neethu | 80,875 |
| John, Sheeba | 50,476 |
| Johns, Amy | 61,070 |
| Johns, Brandy | 75,297 |
| Johns, Kirby | 101,454 |
| Johnson Apperley, Cherie | 66,284 |
| Johnson Fong, Terry | 60,906 |
| Johnson, Alana | 55,728 |
| Johnson, Amos | 87,277 |
| Johnson, Brenda | 102,586 |
| Johnson, Dawn | 51,213 |
| Johnson, Dawn | 113,970 |
| Johnson, Diane | 66,992 |
| Johnson, Eleanore | 50,650 |
| Johnson, Janine | 75,133 |
| Johnson, Janis | 124,690 |
| Johnson, Jean | 51,482 |
| Johnson, Kandus | 94,980 |
| Johnson, Karen | 66,430 |
| Johnson, Laurie | 111,716 |
| Johnson, Miriam | 74,647 |
| Johnson, Pamela | 111,147 |
| Johnson, Penelope | 65,650 |
| Johnson, Sara | 123,450 |
| Johnson, Sherry | 104,172 |
| Johnson, Tammy | 72,280 |
| Johnson, Vaughn | 113,590 |
| Johnston, Heather | 66,426 |

# APPENDIX D: PAYEE LIST

| Name | Amount |
|---|---|
| Johnston, Heather | 99,379 |
| Johnstone, Corrina | 79,144 |
| Jolly, Shannon | 65,512 |
| Jones, Andrea | 65,379 |
| Jones, Audrey | 54,998 |
| Jones, Edward | 609,835 |
| Jones, Natalie | 109,851 |
| Jones, Stephanie | 86,313 |
| Jones, Tricia | 109,561 |
| Jonsson, Meranne | 81,977 |
| Jordan, Brooke | 81,014 |
| Jordan, Cynthia | 50,468 |
| Jordens, Jaime | 80,565 |
| Jordheim, Gerald | 87,669 |
| Jordison, Cody | 59,031 |
| Jorgensen, Carla | 69,154 |
| Jorgensen, Dawn | 84,332 |
| Jorgensen, Krista | 71,391 |
| Jors, Roberta | 95,050 |
| Jose, Neena | 50,679 |
| Joseph, Jobin | 50,194 |
| Joshi, Sandhya | 64,059 |
| Joss, Breanne | 95,280 |
| Juatco, Mark Gerhard | 113,624 |
| Jubenvill, Jana | 53,375 |
| Juganas, John | 111,941 |
| Juggernath, Ava Christie | 89,835 |
| Juneau, Jamie | 50,722 |
| Jury, Jessica | 110,875 |
| Kabay, Susan | 55,304 |
| Kabernack, Karrah | 53,593 |
| Kabrud, Natasha | 66,811 |
| Kachaluba, Tamara | 113,244 |
| Kaczmar, Jennifer | 133,102 |
| Kaedan, Annette | 80,018 |
| Kainz, Cassandra | 58,568 |
| Kalapesi, Zarin | 454,016 |
| Kallichuk, Georgina | 55,632 |
| Kalynka, Kathy | 53,068 |
| Kamali, Marzieh | 88,455 |
| Kambeitz, Shelley | 56,945 |
| Kammer, Andrea | 66,563 |
| Kananura, Goreth | 51,226 |
| Kane, Kyra | 59,463 |
| Kapell, Annette | 78,411 |
| Kapell, William | 85,313 |
| Kapp, Allison | 78,254 |
| Karchewski, Braden | 55,102 |
| Karchewski, Kailee | 77,745 |
| Karchewski, Natalie | 80,590 |
| Kardash, Bruce | 89,429 |
| Kardynal, Ben | 75,725 |
| Kari, Amber | 61,186 |
| Karnes, Flo | 99,780 |
| Karpa, Deborah | 111,609 |
| Karr, Audrey | 54,280 |
| Karr, Theresa | 84,192 |
| Karreman, Willem | 118,483 |
| Karst, Karen | 81,211 |
| Karton, Brandy | 97,757 |
| Karunakaran, Kumudhini | 297,273 |
| Karza, Philip | 141,769 |
| Katchuck, Jennifer | 94,671 |
| Kathol, Erin | 85,875 |
| Kathol, Lorna | 111,055 |
| Kattler, Donna | 64,433 |
| Katz, Adam | 103,214 |
| Katzberg, Blaine | 107,285 |
| Kaufmann, Alyscia | 86,459 |
| Kaufmann, Cindy | 69,465 |
| Kaur, Bimaljeet | 79,199 |
| Kaur, Birdavinder | 54,893 |
| Kaur, Narinder | 53,872 |
| Kaur, Ramanjeet | 71,716 |
| Kaur, Sandeep | 96,297 |
| Kausar, Rehana | 128,018 |
| Kausar, Robina | 50,178 |
| Kausar, Safina | 65,495 |
| Kavita, Britney | 81,644 |
| Kay, N'Tanis | 74,001 |
| Kaytor, Christa | 84,820 |
| Kaytor, Jeanette | 92,081 |
| Kaytor, Jessica | 97,064 |
| Kaytor, Jill | 93,620 |
| Kaytor, Rae | 78,758 |
| Kaytor, Susan | 83,532 |
| Keddy, Jason | 50,298 |
| Keenan Arp, Cathy | 107,535 |
| Keep, Sandra | 85,827 |
| Keffer, Michael | 72,643 |
| Kehoe, Sharon | 73,186 |
| Kehrig, Nicole | 88,239 |
| Kelbaugh, Jeff | 80,138 |
| Keleman, Jacqueline | 65,830 |
| Keleman, Kathy | 56,453 |
| Kell, Tracy | 72,418 |
| Keller, Jacquelin | 61,698 |
| Keller, Jenny | 131,473 |
| Keller, Leigh | 102,057 |
| Kellington, Grenda | 72,899 |
| Kelln, Kim | 65,404 |
| Kelly, Bette | 85,542 |
| Kemp, Michelle | 78,795 |
| Kempton, Brian | 80,936 |
| Kendrick, Susan | 97,972 |
| Kennedy, Claudette | 53,533 |
| Kennedy, Leigh | 86,112 |
| Kennedy, Rachel | 77,112 |
| Kennedy, Trena | 77,923 |
| Kent, April | 53,258 |
| Kentz, Sherry Lorraine | 51,878 |
| Kernechuk, Chelsea | 87,265 |
| Kerr, Debbie | 94,513 |
| Kerr, Sheila | 85,072 |
| Kessler, Camelia | 74,897 |
| Keyowski, Terrance | 74,505 |
| Khalifa, Amer | 530,101 |
| Khan, Bibi | 148,767 |
| Khosa, Rupinder | 51,945 |
| Khuber, Sarbjit | 69,519 |
| Kidby, Robin | 110,611 |
| Kilbach, Shelley | 59,319 |
| Kilback, Kristin | 50,226 |
| Kim, Hea Kyung | 63,597 |
| Kimpton, Karen | 109,844 |
| Kinaschuk, Karen | 74,250 |
| Kinash, Shelley | 58,372 |
| Kincaid, Robert | 77,092 |
| Kindred, Jasmine | 78,545 |
| King, Brenda | 110,520 |
| King, Kathleen | 104,024 |
| King, Krista | 74,011 |
| King, Megan | 98,050 |
| King, Michelle | 52,550 |
| King, Tina | 94,439 |
| Kinneberg, Lorie | 105,172 |
| Kinney, Patricia | 91,891 |
| Kinney, Wendy | 99,667 |
| Kirby, Brandy | 62,976 |
| Kirchhofer, Devin | 67,909 |
| Kirk, Roxanne | 78,606 |
| Kirkness, Shane | 114,795 |
| Kirsch, Elizabeth | 53,777 |
| Kirstein, Lynnise | 94,845 |
| Kisil, Shelly | 55,478 |
| Kisilowski, Mary | 110,898 |
| Kitchen, Brent | 121,629 |
| Kitchen, Noreen | 51,653 |
| Kitz, Natasha | 97,284 |
| Kitzul, Twyla | 85,439 |
| Kivell, Theresa | 73,531 |
| Klassen, Carol | 275,177 |
| Klebeck, Deana | 108,218 |
| Klein, Abby | 74,145 |
| Klein, Adam | 75,200 |
| Klein, Carl | 98,310 |
| Klein, Gregory | 51,613 |
| Klein, Raelynn | 56,991 |
| Klein, Shayna | 52,553 |
| Klein, Shelley | 108,090 |
| Klein, Tom | 97,800 |
| Klein, Tracy | 83,051 |
| Kleisinger, Brenda | 109,135 |
| Kletchko, Joanne | 89,808 |
| Klimczak, Christina | 104,755 |

# APPENDIX D: PAYEE LIST

| Name | Amount |
|---|---|
| Klippenstine, Vicki | 50,409 |
| Klotz, Brenda | 72,279 |
| Klotz, Steven | 105,172 |
| Kluz, Kelci | 72,347 |
| Klyne, Renee | 52,343 |
| Knapman, Jamie | 79,699 |
| Knapp, Randall | 182,579 |
| Knibbs, Richard | 74,743 |
| Knight, Josh | 78,565 |
| Knoblauch, Shelby | 73,461 |
| Knoll, Jennifer | 74,816 |
| Knorr, Sherell | 86,701 |
| Knourek, Brenda | 66,309 |
| Knouse, Kaitlin | 85,168 |
| Knowles, Elizabeth | 83,424 |
| Knox, Jamie | 55,099 |
| Koch, Jessie | 66,332 |
| Kochar, Tenille | 70,603 |
| Kochylema, Monica | 69,240 |
| Koffler Hubbs, Loralyn | 144,604 |
| Kohl, Alyssa | 61,724 |
| Kohl, Dan | 158,701 |
| Kohlruss, Debbie | 73,991 |
| Kokoski, Lorrie | 76,302 |
| Kolb, Lavonne | 110,939 |
| Koltun, Margaret | 93,978 |
| Komodowski, Jenna | 83,698 |
| Kong, Judith | 104,359 |
| Konieczny, Bozena | 57,060 |
| Koot, Amy | 68,691 |
| Kopytko, Kasandra | 58,053 |
| Korchinski, Jaime | 117,415 |
| Koroll, Lisa | 52,262 |
| Koronkiewicz, Carol | 70,258 |
| Korpan, Sheila | 62,450 |
| Korsberg, Karina | 54,652 |
| Kosabek, Debbie | 109,400 |
| Kosar, Deloris | 104,088 |
| Kosar, Tammy | 65,026 |
| Kosik, David | 103,804 |
| Kosloski, Jeffrey | 55,436 |
| Kosloski, Shayla | 82,435 |
| Kostiuk, Cheryl | 99,242 |
| Kostiuk, Laurie | 84,374 |
| Koszman, Kelsey | 89,086 |
| Kot, Nancy | 95,797 |
| Kot, Pamela | 96,759 |
| Kotopski, Kimberley | 70,726 |
| Kotowich, Richard | 81,682 |
| Kotrla, Allison | 78,602 |
| Kotylak, Diane | 99,653 |
| Kotylak, Kelsey | 59,929 |
| Kotylak, Rhonda | 95,610 |
| Kotzer, Kelly | 67,073 |
| Koutsoulis, George | 95,665 |
| Kovach, Shelley | 50,748 |
| Kowal, April | 53,848 |
| Kowalsky, Anna-Marie | 69,862 |
| Kowbel, Shannon | 62,833 |
| Koza, Scott | 81,368 |
| Kozack, Katherine | 115,770 |
| Kozak, Charlene | 105,845 |
| Kozak, Daryl | 69,221 |
| Kozak, Lori | 86,816 |
| Kozak, Rebecca | 75,370 |
| Kozak, Susan | 71,759 |
| Kozak, Tammy | 95,372 |
| Kozakewycz, Courtney | 62,407 |
| Kozakewycz, Diane | 126,660 |
| Kozusko, Jarrett | 67,243 |
| Kraemer, Diana | 96,457 |
| Kraemer, Sarah | 86,243 |
| Kraetzig, Maria | 97,247 |
| Kraft, Sherry | 94,535 |
| Krahenbil, Angel | 66,432 |
| Krahenbil, Elizabeth | 63,098 |
| Krahn, Kaitlyn | 82,871 |
| Krahn, Kathy | 96,425 |
| Krall, Carrie | 126,552 |
| Kramer, Nancy | 57,209 |
| Kramer, Sheri | 74,300 |
| Krause, Catherine | 80,657 |
| Krause, Ruth | 50,055 |
| Kraushar, Larry | 100,259 |
| Krawchuk, David | 52,952 |
| Kreis, Debbie | 124,545 |
| Kreklewich, Jennifer | 56,009 |
| Krepakevich, Kevin | 94,151 |
| Kreshewski, Nathalene | 58,779 |
| Kress, Brittany | 59,838 |
| Kress, Dorena | 96,416 |
| Kress, Jenna | 57,862 |
| Kress, Jodi | 58,084 |
| Kress, Louise | 52,829 |
| Kristoff, Jonathan | 54,296 |
| Kroeger, Andre | 156,416 |
| Krogsgaard, Ashley | 70,838 |
| Krogsgaard, Lorraine | 90,127 |
| Krohn, Sheila | 82,725 |
| Krueger, Becky | 73,025 |
| Kruppi, Denise | 88,678 |
| Krupski, Angela | 127,422 |
| Krupski, Lynden | 55,112 |
| Krupski, Michelle | 85,434 |
| Kruszelnicki, Trina | 81,977 |
| Kryklywicz, Amanda | 50,319 |
| Krysak, Kathleen | 86,986 |
| Kubiak, Angela | 110,090 |
| Kucey, Melissa | 86,493 |
| Kuculym, Jeannette | 102,400 |
| Kuhns, Erin | 52,586 |
| Kuhtz, Tracy | 108,396 |
| Kula, Alicia | 122,430 |
| Kullman, Pauline | 91,511 |
| Kumar, Dinesh | 52,343 |
| Kumar, Seema | 91,439 |
| Kun, Kerri | 50,950 |
| Kuntz, Agatha | 64,935 |
| Kuntz, Brent | 54,107 |
| Kuntz, Donald | 112,527 |
| Kuntz, Jody | 111,160 |
| Kuntz, Lisa | 53,369 |
| Kunz, Koreena | 54,175 |
| Kupchyk, Sherri | 102,176 |
| Kuppenbender, Stella | 66,383 |
| Kurenoff, Joanne | 94,557 |
| Kurucz, Rhonda | 64,561 |
| Kuruliak, Joanne | 76,608 |
| Kushniruk, Sharisse | 74,544 |
| Kuyek, Janelle | 100,275 |
| Kuzenko, Ivy | 64,804 |
| Kuzma, Bettyann | 76,588 |
| Kuzyk, Karen | 78,121 |
| Kwan, Davin | 93,540 |
| Kwan, Man Kwok | 77,881 |
| Kwasny, Kendra | 66,416 |
| Kwochka, Brooke | 73,858 |
| La Haye, Chantel | 59,437 |
| Labensky, Cheryl | 95,020 |
| Labossiere Karda, Tara | 108,536 |
| Labossiere, Anita | 97,964 |
| Labreche, Christy | 55,700 |
| Labuanan, Marcela | 73,589 |
| Lachambre, Roxanne | 89,127 |
| Lachowitzer, Amanda | 78,891 |
| Laclaire, Jacqueline | 51,356 |
| Ladouceur, Martin | 79,835 |
| Lafayette, Esther | 97,777 |
| Lafleur, Lisa | 94,151 |
| Lafontaine, Christopher | 84,875 |
| Lafoy, Angela | 70,125 |
| Laframboise, Shanna | 80,179 |
| Lafreniere, Shona | 71,978 |
| Lagrimas, Arlene | 93,411 |
| Lagrimas, Rodolfo | 76,741 |
| Lague, Dave | 84,816 |
| Lai, Chun Ling | 80,965 |
| Laidlaw, Cinda | 77,818 |
| Laigo, Michael | 99,825 |
| Laing, David | 53,114 |
| Laliberty, Ashly | 85,680 |
| Lalonde, Lorna | 66,089 |
| Lamb, Patricia | 96,707 |
| Lamb, Sabrina | 75,501 |
| Lambert, Jennifer | 74,213 |

# APPENDIX D: PAYEE LIST

| Name | Amount |
|---|---|
| Lamers, Dana | 93,325 |
| Lamon, Pamela | 54,188 |
| Lamont, Loretta | 51,973 |
| Lamontagne, Matthew | 99,067 |
| Lampa, Lieza | 51,467 |
| Landry, Amanda | 71,039 |
| Lane, Kimberly | 91,591 |
| Lang, Danita | 105,544 |
| Lang, Edith | 56,564 |
| Lang, Kathleen | 78,016 |
| Lang, Kelly | 118,091 |
| Lang, Michael | 109,290 |
| Lang, Rae Lynn | 106,063 |
| Lange, Simon | 84,633 |
| Langelier, Julie | 53,455 |
| Langevin, Monica | 95,182 |
| Langford, Amanda | 76,910 |
| Langford, Linda | 116,981 |
| Langgam, Lou | 100,162 |
| Langley, Stephanie | 106,096 |
| Langman, Brooke | 79,436 |
| Lanh, Huong | 68,768 |
| Lanigan, Krista | 56,804 |
| Laninga, Tina | 67,613 |
| Lapchuk, Michael | 71,820 |
| Laplan, Dora | 76,817 |
| Lapointe, David | 58,011 |
| Larkin, Rebecca | 51,545 |
| Larochelle, Tara | 53,769 |
| Larocque, Kaylen | 74,393 |
| Laron, Demelza | 57,373 |
| Larose Heidt, Gail | 54,475 |
| Larsen, Derrick | 158,661 |
| Larsen, Judy | 70,976 |
| Larsen, Pamala | 102,972 |
| Larson, Charlotte | 61,286 |
| Larson, Katrina | 51,752 |
| Larson, Laureen | 62,687 |
| Larson, Susan | 92,235 |
| Lasalle, Christine | 104,272 |
| Lasko, Gerri | 85,806 |
| Lastimosa, Grachelle | 106,919 |
| Latimer, Christine | 104,708 |
| Latimer, Wanda | 81,178 |
| Latina, Hanna | 92,398 |
| Latorre, Alpha | 73,962 |
| Latoski, Katherine | 100,394 |
| Latrace, Susan | 91,913 |
| Lauman Hartmier, Barbara | 108,007 |
| Laursen, Becky | 78,073 |
| Lautermilch, Charlaine | 57,616 |
| Lavallee, Ivor | 50,873 |
| Lavoie, Laura | 73,751 |
| Lavoie, Pamela | 63,903 |
| Lawlor, Karen | 57,848 |
| Lawrek, Stephanie | 53,136 |
| Lawrence, Janice | 73,558 |
| Lawrence, Monica | 104,147 |
| Lawrence, Robin | 88,385 |
| Lawrence, Trisha | 59,495 |
| Lawson, Sara | 91,231 |
| Layman, Blair | 101,556 |
| Layman, Holly | 92,963 |
| Lazo, Arlene | 83,231 |
| Lazurka, Christine | 52,896 |
| Leader, Jody | 53,134 |
| Leblanc, Colette | 73,580 |
| Leblanc, Edward | 115,124 |
| Leclair, Donna | 54,994 |
| Lecren, Kelly | 87,216 |
| Lee, Janice | 94,516 |
| Lee, John Carlo | 53,561 |
| Lee, Patrick | 52,445 |
| Leech, Kathy | 72,709 |
| Leflar, Blaine | 77,422 |
| Legard, Jennifer | 83,462 |
| Legault Lalonde, Marie | 89,458 |
| Legault Wilson, Dionne | 106,613 |
| Legault, Cheryl | 109,923 |
| Legault, Dana | 96,200 |
| Leggott, Michelle | 74,698 |
| Lehr, Craig | 71,039 |
| Leibel, Andrea | 78,717 |
| Leibel, Greg | 100,671 |
| Leibel, Lori | 93,473 |
| Leibel, Shelley | 52,586 |
| Leier, Barbara | 100,211 |
| Leier, Nichole | 62,341 |
| Leier, Owen | 100,814 |
| Leier, Rose | 98,113 |
| Leik, Sheritee | 52,196 |
| Leippi, Dawn | 118,285 |
| Leippi, Sandra | 54,974 |
| Leischner, Donna | 54,985 |
| Leisle, Sharleen | 53,782 |
| Leitch, Linda | 63,718 |
| Lekcharoen, Raymond | 105,228 |
| Lemmons, Dagny | 69,702 |
| Lemoine, Julie | 98,999 |
| Leniuk, Terri | 86,480 |
| Leonard, Ellie | 93,414 |
| Leonard, Mathieu | 95,234 |
| Leonard, Shauna | 108,561 |
| Leonor, May Clyde | 109,665 |
| Leontowicz, Kevin | 57,302 |
| Lequyer, Jordan | 55,453 |
| Lerminiaux, Marc | 69,163 |
| Leruyet, Charmayne | 122,095 |
| Leshchyshyn, Crystal | 64,484 |
| Lesko, Richard | 65,155 |
| Lesko, Sandra | 79,571 |
| Leslie, Cori | 76,964 |
| Lestage, Tanya | 108,375 |
| Letain, Rae Lynn | 76,265 |
| Letang, Arlis | 78,335 |
| Letsche, Nancy | 69,311 |
| Leugner, Kimberly | 73,264 |
| Leung, Clayton | 86,246 |
| Leung, Shaun | 60,397 |
| Leurer, Deanne | 137,159 |
| Levasseur, Julie | 57,636 |
| Levchenko, Illia | 68,411 |
| Levesque, Cindy | 55,914 |
| Lewchyshyn, Marcy | 54,515 |
| Lewis, Barbara | 71,039 |
| Lewis, Daniel | 94,252 |
| Lewis, Katherine | 122,093 |
| Li, Feng Ling | 66,205 |
| Li, Yali | 68,729 |
| Libarnes, Rhea | 62,302 |
| Lichtenwald, Melissa | 82,438 |
| Lico, Vincent | 72,888 |
| Licudine, Maria Elena | 54,239 |
| Liepold, Bobbi | 91,285 |
| Liepold, Gloria | 53,880 |
| Ligue, Neil | 95,226 |
| Limos, Maricris | 70,635 |
| Lindemann, Anne | 74,966 |
| Lindemann, Debra | 78,382 |
| Lindo, Nina | 81,310 |
| Lindquist, Kerri | 65,021 |
| Lindsay, Lauren | 63,058 |
| Lindstrom, Lee | 74,923 |
| Lingelbach, Chad | 150,851 |
| Lingelbach, Karen | 52,902 |
| Lingelbach, Tara | 100,613 |
| Linklater, Lyn | 75,051 |
| Linnen, Alison | 81,479 |
| Linton, Janna | 52,043 |
| Lipinski, Chelsea | 97,866 |
| Lipp, Jade | 73,787 |
| Lippai, Jennifer | 131,827 |
| Littman, Sarah | 92,662 |
| Litzenberger, Andrea | 85,288 |
| Litzenberger, Angela | 55,599 |
| Litzenberger, Carla | 53,707 |
| Litzenberger, Laura | 89,612 |
| Liu, Yun | 94,114 |
| Livingston, Crystal | 86,072 |
| Livingstone, Charly | 94,654 |
| Lizee, Rona | 98,295 |
| Ljubic, Carissa | 93,359 |
| Ljubic, Donovan | 124,862 |
| Llarena, Melanie | 130,562 |
| Lloyd, Kathleen | 111,762 |

# APPENDIX D: PAYEE LIST

| Name | Amount |
|---|---|
| Lobban, Caitlin | 98,518 |
| Locke, Joni | 66,288 |
| Lockeridge, Keith | 74,029 |
| Lockert, Angela | 96,440 |
| Lockert, Elizabeth | 99,101 |
| Lockert, Jenna | 80,655 |
| Lockert, Lori | 84,907 |
| Lockhart, Kristal | 87,319 |
| Lodoen, Casey | 59,272 |
| Logie, Brenda | 55,531 |
| Loire, Robyn | 72,905 |
| Lolacher, Susan | 73,801 |
| Lomenda, Janice | 75,903 |
| Lonethunder, Vivian | 74,536 |
| Longpre, Odile | 169,467 |
| Loos, Francis | 62,269 |
| Lopez, Amherstia Novy | 133,569 |
| Lorenc, Michal | 61,913 |
| Lorencz, Beverley | 66,089 |
| Lorencz, Chantel | 111,282 |
| Lorencz, Taryn | 129,498 |
| Lorenz, Anita | 75,572 |
| Lorenz, Julie | 60,213 |
| Lorenz, Kara | 79,074 |
| Lorenzana, Corazon | 81,725 |
| Lorenzo, Anthony | 75,006 |
| Loszchuk, Marc | 61,133 |
| Lott, Angela | 93,216 |
| Loucks, Cheryl | 98,818 |
| Louis, Debbie | 69,870 |
| Loveridge, Karen | 114,124 |
| Lovett, Nicole | 92,158 |
| Low, Ken | 106,252 |
| Lowe, Barbara | 53,332 |
| Lowe, Jennifer | 98,896 |
| Lowes, Terrilynn | 52,586 |
| Lowey, Jana | 96,693 |
| Lowey, Judith | 80,374 |
| Lu, Chantal | 51,386 |
| Lu, Xiaoqing | 88,494 |
| Luansing, Jemuel | 72,124 |
| Luba, Richelle | 72,219 |
| Lubachowski, Gwenda | 85,914 |
| Lubas, Mirek | 78,093 |
| Lucas, Faye | 52,586 |
| Lucero, Dranreb | 98,752 |
| Lucero, Jocelyn | 98,315 |
| Luciak, Ken | 131,156 |
| Luciuk, Leann | 74,621 |
| Lucyk, Madeleine | 81,494 |
| Ludwikowski, Rick | 63,352 |
| Luff, Heather | 93,396 |
| Luistro, Cindy | 88,275 |
| Lukey, Patrick | 118,227 |
| Lumb, Kim | 70,045 |
| Lund, Erin | 98,089 |
| Lund, Starla | 101,243 |
| Lunde, Kenda | 87,791 |
| Lundy, Debbie | 94,151 |
| Lupuliak, Vincent | 54,118 |
| Luther, Rae | 65,976 |
| Lutz, Wendy | 65,297 |
| Luzon, Clarissa | 111,206 |
| Lynch, Brant | 78,972 |
| Lynn, Sandra | 108,814 |
| Lyons, Shelby | 52,616 |
| Lys, Catherine | 78,905 |
| Ma, Hong | 70,912 |
| Maas, Allison | 111,352 |
| Mabaet, Cherry | 53,834 |
| Macagba, Angelito | 82,790 |
| Macagba, Launi Ann | 73,515 |
| Macalldesantamar, Ana | 136,736 |
| Macapagal, Marissa | 129,231 |
| Macausland Berg, Dianne | 87,788 |
| MacDonald Hedman, Alexandra | 58,420 |
| MacDonald, Scott | 97,550 |
| MacDonald, Tanya | 63,406 |
| MacDuff, Robert | 58,411 |
| MacFarlane, Caitlin | 67,364 |
| MacFarlane, Jenny | 52,586 |
| MacFarlane, Shera | 96,820 |
| MacGregor, Shirley | 51,919 |
| Machan, Ashley | 80,061 |
| Machuk, Kerry | 79,786 |
| MacIntosh, Ian | 73,650 |
| Mack, Ellen | 75,448 |
| MacKenzie, Deborah | 54,728 |
| MacKenzie, Karen | 92,454 |
| MacKenzie, Michael | 61,167 |
| Mackie, Judy | 73,213 |
| MacKinnon, Laurie | 62,134 |
| Macknak, Errin | 86,910 |
| MacLean, Jana | 61,990 |
| MacLellan, Melissa | 83,836 |
| MacLennan, Amy | 86,056 |
| MacLennan, Deborah | 93,504 |
| MacLeod, Christoph | 59,462 |
| MacMillan Tyson, Jamie | 79,108 |
| MacMillan, Leanne | 71,258 |
| MacMillan, Robert | 94,380 |
| MacMillan, Ryan | 54,183 |
| MacNeil, Sharon | 53,549 |
| MacNeill, Dana | 55,075 |
| MacPhee, Linda | 71,740 |
| MacPherson, David | 88,138 |
| MacPherson, M Janice | 84,635 |
| MacTaggart, Darlene | 66,693 |
| Mactal, Napoleon | 97,764 |
| MacTavish, James | 81,298 |
| Madarash, Carol | 57,277 |
| Madrilejos, Estefania | 81,003 |
| Maduck, Tricia | 109,921 |
| Magallanes, Maria Lorena | 95,987 |
| Maghilom, Mergie | 55,312 |
| Maglangit, Charlen | 50,969 |
| Maglaya, Mary Grace | 53,308 |
| Magnus, Samantha | 73,479 |
| Magnuson, Maureen | 93,185 |
| Magnusson, Shelly | 54,991 |
| Magotiaux, D Arcy | 148,774 |
| Maguire, Rebecca | 101,296 |
| Mah, Jeffrey | 108,387 |
| Mahnic, Haley | 84,335 |
| Mahoney, Patricia | 58,207 |
| Maier, Danielle | 59,303 |
| Maier, Janet | 96,904 |
| Maierhoffer, Shelly | 111,989 |
| Mailloux, Angele | 72,736 |
| Mainil, Ricki | 84,521 |
| Mains, Aimee | 65,664 |
| Mak, Joanne | 76,786 |
| Makelki, Catherine | 95,812 |
| Makie, Catherine | 108,396 |
| Makowsky, Tami | 55,649 |
| Maksymew, Sharon | 96,910 |
| Malach, Shirley | 99,889 |
| Malang, Edwin | 96,015 |
| Malang, Marissa | 91,027 |
| Malegus, Ken | 87,184 |
| Mali, Bahera | 371,485 |
| Malik, Roxana | 92,745 |
| Mama O, Maira | 129,840 |
| Mamais, Anna | 50,894 |
| Mamchur, Grant | 137,069 |
| Mamula, Radojka | 108,634 |
| Manalaysay, Nimfa | 56,368 |
| Manaligod, Catherine | 101,518 |
| Manalo, Lulu | 69,949 |
| Manchester Miller, Samantha | 86,547 |
| Mancuso, Debra | 130,553 |
| Manganop, Louie | 107,363 |
| Manley, Sophia | 103,615 |
| Mann, Candace | 57,188 |
| Mann, Douglas | 84,830 |
| Mann, Karen | 62,052 |
| Mann, Karen | 67,362 |
| Mann, Suba | 234,111 |
| Manson, Michelle | 56,664 |
| Mantesso, Cheryl | 55,393 |
| Mantilla, Dannice Anne | 60,894 |
| Mantilla, Mark | 89,155 |
| Mantyka Whitford, Elaine | 71,903 |
| Manuel, Cesar | 59,267 |

# APPENDIX D: PAYEE LIST

| Name | Amount |
|---|---|
| Manz, Cathy | 51,043 |
| Manz, Tammy | 68,134 |
| Marasigan, Nerijol Michellani | 130,285 |
| Marbil, Ruth | 54,011 |
| Marce, Michelle | 78,703 |
| Marchand, Karmen | 63,614 |
| Marchigiano, Kelly | 56,738 |
| Marchildon, Ginette | 85,358 |
| Marchildon, Marianne | 94,768 |
| Marcynuk, Richelle | 72,619 |
| Marean, Frederick | 76,077 |
| Maregoudra, Seema | 63,384 |
| Marins, Lisete | 54,698 |
| Marissen, Debby | 110,742 |
| Markle, Tracy | 97,110 |
| Marko, Bonnie | 61,754 |
| Markwart, Corinne | 89,306 |
| Marlin, Leslie | 79,406 |
| Marsh, Virginia | 108,396 |
| Marshall, Bonny | 92,717 |
| Marshall, Dean | 108,396 |
| Marshall, Joan L | 73,362 |
| Marshall, Sarah | 85,491 |
| Martens, Morgan | 98,542 |
| Martin, Arlene | 76,966 |
| Martin, Ashlie | 50,621 |
| Martin, Donalee | 103,188 |
| Martin, Donna | 68,952 |
| Martin, Jason | 59,273 |
| Martin, Karla | 86,409 |
| Martin, Neoma | 92,771 |
| Martin, Roxanne | 71,297 |
| Martin, Wendy | 86,202 |
| Martinez, Ferry | 121,355 |
| Martinez, Oscar | 75,585 |
| Martinook, Kayla | 74,721 |
| Marynick, Marlin | 97,791 |
| Mason, Julianne | 84,097 |
| Massier, Candice | 92,701 |
| Massier, Jaymie | 55,149 |
| Massine, Darla | 63,279 |
| Massine, Darlene | 90,704 |
| Matheis, Jacob | 85,512 |
| Matheson, Julie | 89,004 |
| Matheson, Stephanie | 104,214 |
| Mathew, Lijo | 51,383 |
| Mathew, Seema | 111,941 |
| Matisho, Kendra | 86,203 |
| Matravolgyi, Cheryl | 78,088 |
| Matthews, Faye | 94,151 |
| Matthews, Jonathan | 54,263 |
| Matthews, Shauna Lee | 70,843 |
| Matthews, Shelley | 81,048 |
| Matties, Debbie | 69,543 |
| Matychuk, Angela | 74,537 |
| Maw, Lester | 88,523 |
| Maximchuk, Sandra | 65,539 |
| Maycong, Maggie | 121,751 |
| Mayer, Christopher | 104,961 |
| Mayer, Megan | 76,719 |
| Maynes, Julie | 161,981 |
| Mazer, Mallory | 90,805 |
| Mazinke, Nadine | 68,525 |
| Mazur, Janelle | 84,561 |
| Mazur, Mark | 139,930 |
| Mbasela, Phyllis | 75,874 |
| Mbugua, Grace | 118,815 |
| Mcauley, Karen | 69,895 |
| Mcauley, Valerie | 101,476 |
| Mcavoy, Erin | 95,629 |
| McBride, Melissa | 91,768 |
| McCabe, Debra | 102,560 |
| McCallum, Karen | 113,030 |
| McCallum, Shannon | 75,909 |
| McCann, Linda | 104,771 |
| McCann, Michael | 82,567 |
| McCann, Nancy | 87,459 |
| McCarron, Michelle | 126,534 |
| McCaw, Kristen | 83,526 |
| McClement, Laurel | 76,089 |
| McClement, Sam | 91,820 |
| McClughan, Landace | 93,525 |
| McClymont, Kimberly | 53,978 |
| McCorriston, Sheri | 78,755 |
| McCrea, Morgan | 92,855 |
| McCready Wirth, Avril | 53,563 |
| McCrystal, Doreen | 69,469 |
| McCrystal, Wendy | 75,305 |
| McCullough, Adriana | 54,054 |
| McCullough, Lois | 98,246 |
| McCurry, Terryann | 97,172 |
| McCutcheon, David | 316,865 |
| McDermaid, Karen | 115,451 |
| McDermit, Tamara | 107,166 |
| McDonald, Allison | 99,003 |
| McDonald, Jordan | 53,501 |
| McDonald, Kathryn | 69,925 |
| McDonald, Kaylie | 54,574 |
| McDonald, Patricia | 93,266 |
| McDonald, Paulette | 101,600 |
| McDonald, Richard | 81,037 |
| McDonald, Sandra | 74,759 |
| McDougall, Ashley | 93,300 |
| McDougall, Brad | 112,355 |
| McDougall, Elizabeth | 95,538 |
| McEwen, Aimee | 105,569 |
| McEwen, Shelly | 104,672 |
| McGeough, Angela | 94,923 |
| McGeough, Jennelle | 52,586 |
| McGill, Nancy | 101,007 |
| McGillivray, Natalie | 54,709 |
| McGonigal, Valerie | 65,736 |
| McGown, Brandi | 89,085 |
| McGrath, Elizabeth | 106,478 |
| McGregor Weekes, Sarah | 94,778 |
| McGregor, Nikki | 52,492 |
| McGregor, Rhonda | 73,843 |
| McIlmoyl, Amy | 53,144 |
| McIntaggart, Glen | 73,442 |
| McIntosh, Shawn | 74,767 |
| McKay, Darshan | 58,660 |
| McKay, Lisa | 99,076 |
| McKechnie, Kimberly | 78,227 |
| McKechnie, Marlene | 85,680 |
| McKechnie, Michael | 86,699 |
| McKee, Michael | 50,189 |
| McKeil, Kristin | 55,837 |
| McKellar, Hector | 83,853 |
| McKellar, Morgan | 67,122 |
| McKenna, Leah | 53,021 |
| McKenzie, Kristen | 73,491 |
| McKenzie, Lynn | 57,864 |
| McKenzie, Sharron | 79,277 |
| McKenzie, Tracy | 56,730 |
| McKim, Darcy | 91,212 |
| McKinnon, Carolyn | 79,056 |
| McKinnon, Faye | 71,495 |
| McKinnon, Nicole | 77,235 |
| McKnight, Stephen | 59,047 |
| McKnight, Tracie | 75,300 |
| McLaughlin, Leanne | 81,125 |
| McLaughlin, Linda | 79,778 |
| McLean, Bonnie | 75,106 |
| McLean, Catherine | 57,178 |
| McLean, Charlotte | 96,949 |
| McLean, Dixon | 87,702 |
| McLean, Kelly | 84,903 |
| McLean, Magdaline | 51,104 |
| McLean, Michele | 60,015 |
| McLean, Theresa | 73,267 |
| McLellan, Morgan | 82,419 |
| McLeod, Melanie | 114,795 |
| McMechan, Anita | 54,043 |
| McMechan, Janet | 105,338 |
| McMillan, Dominique | 100,440 |
| McMillan, Evangeline | 51,971 |
| McMorris, Cynthia | 71,235 |
| McMullen, Cathy | 103,327 |
| McNaught, Connie | 94,496 |
| McNaughton, Sherri | 78,225 |
| McNeil, Elaine | 94,154 |
| McPeek, Randy | 102,649 |
| McPhee, Linda | 116,904 |
| McPherson, Bernadett | 96,149 |
| McPherson, Debbie | 85,730 |

# APPENDIX D: PAYEE LIST

| Name | Amount |
|---|---|
| McRorie, Kelci | 56,660 |
| McStay, Sharron | 94,612 |
| McTaggart, Angela | 95,394 |
| McTavish, Darcelle | 74,976 |
| McWilliams, Jacquelynn | 96,779 |
| Mead, Nicolette | 62,561 |
| Meades, Judith | 51,628 |
| Meadows, Morgan | 71,804 |
| Measner, Kelly | 80,029 |
| Meggeson, Thea | 90,580 |
| Meider, Monica | 81,360 |
| Melnechenko, Jody | 108,491 |
| Melnick, Barbara | 114,813 |
| Melvin, Nancy | 53,772 |
| Menard, Micheline | 77,538 |
| Menegbo, Victoria | 61,946 |
| Menke, Megan | 94,400 |
| Mensah, Bridget | 85,001 |
| Mercer, Crystal | 99,885 |
| Mercer, James | 52,845 |
| Mercier, Maria | 100,590 |
| Merifield, Steven | 74,267 |
| Merin, Christopher | 95,698 |
| Merk, Kimberly | 82,933 |
| Merk, Michelle | 50,249 |
| Merkl, Jason | 73,322 |
| Merriam, Debbie | 66,112 |
| Meston, Sheri | 74,931 |
| Metz, Gina | 159,003 |
| Metz, Irene | 97,270 |
| Metz, Meghan | 56,345 |
| Metz, Sharon | 52,148 |
| Metz, Tannis | 59,127 |
| Meyer, Kayla | 94,348 |
| Meyer, Kristen | 96,915 |
| Meyer, Nicole | 66,390 |
| Meyers, Dayna | 90,471 |
| Meyers, Krista | 77,439 |
| Meyers, Tanya | 74,933 |
| Michael, Bethlehem | 80,311 |
| Michael, Chinnu | 89,163 |
| Michayluk, Gordon | 71,059 |
| Michnik, Kaylee | 65,065 |
| Michon, Gary | 57,849 |
| Michon, Gerald | 79,237 |
| Middelkoop, Shayleen | 98,515 |
| Middleton, Lanna | 100,980 |
| Mihalicz, Helen | 55,498 |
| Mijares Lopez, Lalaine | 94,656 |
| Milar, Joanne | 59,355 |
| Mildenberger, Maegan | 65,850 |
| Mile, Clay | 88,933 |
| Millar, Natalie | 87,684 |
| Miller, Adrienne | 74,864 |
| Miller, Beverly | 92,520 |
| Miller, Diane | 58,284 |
| Miller, Erin | 54,068 |
| Miller, Heather | 111,247 |
| Miller, Kelly | 77,390 |
| Miller, Lindsay | 76,681 |
| Miller, Lois | 91,965 |
| Miller, Margaret | 124,885 |
| Miller, Nicole | 65,582 |
| Miller, Nicole | 84,186 |
| Miller, Shirley | 70,930 |
| Miller, Tamara | 74,460 |
| Millette, Sonia | 84,770 |
| Millie, Shanna | 73,658 |
| Milton, Samantha | 72,913 |
| Mina, Jaime Iii | 63,670 |
| Minchuk, Rhonda | 81,919 |
| Ming Fok, Tricia | 104,053 |
| Minifie, Rhonda | 91,420 |
| Minto, Patricia | 73,008 |
| Mireau, April | 62,517 |
| Mirva, Denise | 108,322 |
| Mise, Callie-Rhea | 51,027 |
| Miskiman, Todd | 105,866 |
| Mitchell, Angie | 74,570 |
| Mitchell, Carla | 77,777 |
| Mitchell, Danita | 71,474 |
| Mitchell, Michael | 107,447 |
| Mitchell, Paul Geoffrey | 68,385 |
| Mitchell, Sheldon | 57,557 |
| Mitchell, Stacey | 54,268 |
| Mitchell, Tia | 79,026 |
| Mitchelson, Harry | 73,155 |
| Mittermayr, Stacey | 95,388 |
| Mlynarczyk, Jaelyn | 74,323 |
| Moate, Shawnene | 50,745 |
| Moberly, Lori | 102,872 |
| Moc, Peter | 81,381 |
| Mock, Loreen | 97,964 |
| Modderman, Jennifer | 61,425 |
| Moeller, Michelle | 73,456 |
| Moeller, Whitney | 85,676 |
| Moffat, Tracy | 53,522 |
| Moffatt, Laura | 50,283 |
| Moghal Tayapad, Jasmine | 78,242 |
| Mohammadi, Shakiba | 102,374 |
| Mohr, Ann | 74,512 |
| Mohr, Janet | 72,344 |
| Mokelki, Lorie | 104,089 |
| Mokry, Michelle | 86,372 |
| Molesky, Carla | 61,933 |
| Molesky, Louise | 131,862 |
| Molina-Smith, Virna | 50,632 |
| Moltz, Laura | 58,115 |
| Monette, Kayla | 76,264 |
| Money, Melodee | 63,969 |
| Monin, Beverley | 61,989 |
| Monson, Maggie | 77,174 |
| Montanini, Lorna | 96,031 |
| Montano, Lisi | 101,113 |
| Montenegro, Shelley | 94,262 |
| Monuik, Robin | 86,153 |
| Moody, Terrence | 83,829 |
| Mooney, Dianne | 97,935 |
| Moore, Charlene | 66,715 |
| Moore, Jade | 61,389 |
| Moore, Kara | 90,535 |
| Moore, Laurel | 86,955 |
| Moore, Melissa | 89,799 |
| Moore, Michelle | 58,961 |
| Moore, Shayna | 73,189 |
| Moore, Sheila | 93,033 |
| Moore, Sherilyn | 71,307 |
| Morales, Asvet Lana | 91,829 |
| Moreau, Colleen | 74,650 |
| Morgan, Donna | 79,717 |
| Morgan, Maegan | 51,635 |
| Morgan, Stuart | 71,280 |
| Morhart, Stacey | 82,128 |
| Morissette, Ryan | 114,030 |
| Morrice, Glenda | 119,993 |
| Morris, Cindy | 62,201 |
| Morris, Linda | 74,910 |
| Morris, Roxane | 84,037 |
| Morrison, Jaime | 95,514 |
| Morrison, Jennifer | 64,062 |
| Morrison, Jodie | 89,619 |
| Morrison, Lisa | 95,267 |
| Morrison, Sandra | 51,706 |
| Morrow, Grace | 57,757 |
| Morrow, Wendy | 76,028 |
| Moryski, Adriana | 58,292 |
| Moses, Melissa | 95,627 |
| Mosewich, Cindy | 120,674 |
| Moshenko, Megan | 56,069 |
| Mosiman, Bonnie | 95,151 |
| Moyer, Gordon | 88,228 |
| Mpundu, Regina | 105,425 |
| Mroske, Lisa | 92,270 |
| Muhr, Vivian | 51,603 |
| Muir, Erin | 70,727 |
| Muir, Kaylee | 89,492 |
| Mukakigeli, Margaret | 51,654 |
| Mulatz, Frank | 87,085 |
| Mulatz, Tyson | 78,329 |
| Mulder, Jenarae | 53,631 |
| Muller, Karen | 91,460 |
| Mulridge, Andrea | 93,765 |
| Mulridge, John | 72,639 |
| Mulvogue, Myriah | 92,374 |
| Mundo, Caroline | 104,174 |

# APPENDIX D: PAYEE LIST

| Name | Amount |
|---|---|
| Mundo, John Charles | 145,638 |
| Munn, Miranda | 80,093 |
| Munns, Tiffany | 80,609 |
| Munro, Loralee | 62,053 |
| Munro, Victoria | 101,041 |
| Munson, Russell | 92,377 |
| Muravchik, Germann | 119,465 |
| Mureseanu, Alison | 86,560 |
| Murphy, Jessica | 91,081 |
| Murphy, Kendra | 63,334 |
| Murphy, Tracey | 91,136 |
| Murray, Annastra | 104,556 |
| Murray, David | 82,759 |
| Murray, Kerri | 65,741 |
| Murray, Mark | 107,479 |
| Murray, Meghan | 50,936 |
| Murray, Sharon | 90,368 |
| Murrell, Bryan | 58,484 |
| Murthy, Poornima | 458,551 |
| Musleh, Jordan Issa | 96,757 |
| Musleh, Stacey | 71,637 |
| Musoke, Juliet | 81,574 |
| Mustafaeva, Shahlo | 92,435 |
| Mutafya, Mary | 127,643 |
| Muzzin, Ricky | 64,270 |
| Mwale, Mwangala | 157,160 |
| Mwangobola, Kufase | 103,284 |
| Mwape, Delphine | 121,572 |
| Mwela, Judy | 98,650 |
| Mydonick, Ken | 54,897 |
| Myers, Carol | 96,044 |
| Myers, Jacqueline | 106,203 |
| Myers, Ken | 94,231 |
| Myers, Robert | 74,745 |
| Myles, Wanda | 82,757 |
| Myrah, Michele | 105,172 |
| Mytopher Benoit, Lori Ann | 80,221 |
| Naces, Genie Ann | 113,509 |
| Nachtegaele, Alison | 87,942 |
| Nadon, Christine | 73,165 |
| Nahachewsky, Desiree | 102,644 |
| Nalwamba, Rhoda | 123,519 |
| Namutosi, Ruth | 52,882 |
| Narca, Imelda | 62,756 |
| Nartatez, Kristy An | 86,991 |
| Nartey, Cathy | 67,282 |
| Narula, Gaganpreet | 62,092 |
| Nasewich, Susanne | 102,011 |
| Nasser, Roseann | 84,197 |
| Natyshak, Merle | 107,110 |
| Natyshak, Sylvia | 52,586 |
| Nault, Samahlee | 173,015 |
| Navarro, Emily Hazel | 51,221 |
| Nazareth, Joshua | 64,499 |
| Nazareth, Leah | 114,004 |
| Ndaula, Louise | 56,609 |
| Neault, Bree | 78,849 |
| Neher, Mona | 55,581 |
| Neigel, Jocelyn | 88,391 |
| Neighbour, Chelsea | 85,518 |
| Neis, Cyndi | 69,598 |
| Neison, Valerie | 103,706 |
| Neiszner, Troy | 112,460 |
| Nelson, Alva | 79,261 |
| Nelson, Danielle | 106,590 |
| Nelson, Diane | 94,864 |
| Nelson, Joanne | 95,713 |
| Nelson, Laurrie | 50,007 |
| Nelson, Nadeane | 91,717 |
| Nelson, Nicole | 86,547 |
| Nelson, Pamela | 65,299 |
| Nelson, Rachel | 78,812 |
| Neufeld, Barbara | 53,918 |
| Neuls, Barbara | 88,659 |
| Neuls, Kendra | 61,503 |
| Neuls, Michelle | 130,786 |
| Neumann, Barbara | 129,650 |
| Neumann, Carey | 65,691 |
| Neumann, Harry | 98,317 |
| Neustaeter, Andrea | 52,922 |
| Neville, Desirae | 106,759 |
| Neville, Susan | 127,611 |
| New, Emilee | 85,708 |
| New, Katelyn | 77,956 |
| Newcombe, Susan | 71,545 |
| Newsham-Grasdal, Breann | 77,418 |
| Newsome, Valerie | 53,673 |
| Newton, Richard | 80,689 |
| Ng, Wendy | 87,097 |
| Ngilangil, Mercedes | 50,804 |
| Ngoka, Grace | 89,927 |
| Nguyen Lowe, Ha | 99,782 |
| Nguyen, Chau | 76,089 |
| Nguyen, Cuong | 64,307 |
| Nguyen, Elizabeth | 70,637 |
| Nguyen, Thuy | 139,268 |
| Nichol Langlais, Barbara | 94,138 |
| Nichol, Bobbi | 65,118 |
| Nichol, Christine | 78,167 |
| Nichols, Gloria | 100,083 |
| Nicholson, Stephanie | 55,607 |
| Nicolas, Marjorie Ann | 53,751 |
| Niedermayer, Dianne | 109,212 |
| Niekamp, Jaclyn | 85,285 |
| Nielsen, Doug | 84,586 |
| Nielsen, Heather | 73,489 |
| Nieminen, Shannan | 86,395 |
| Nieto, Lori | 81,538 |
| Ning, Lianne | 98,010 |
| Nishimura, Michiko | 79,177 |
| Nistor, Brad | 93,581 |
| Nitoral, Flerida | 54,667 |
| Njoku, Chikamele | 63,435 |
| Njoku, Lilian | 110,819 |
| Noble, Christa | 74,398 |
| Nones, Rizzaliene Remo | 76,575 |
| Nordby Schaan, Andrea | 101,308 |
| Nordgulen, Laura | 85,608 |
| Nordgulen, Terry | 85,511 |
| Nordstrom, Mason | 80,023 |
| Nordwick, Kim | 111,670 |
| Norick, Barbara | 86,303 |
| Norlander, Jillian | 91,703 |
| Norman, Bridgett | 52,302 |
| Norman, Christopher | 99,717 |
| Norman, Judy | 105,075 |
| Norman, Patti | 89,206 |
| Norminton, Jim | 75,844 |
| Norris, Lorie | 81,503 |
| Novak Galgan, Harriett | 120,969 |
| Novak, Dodi | 102,577 |
| Novak, Leanne | 94,504 |
| Novak, Rhonda | 53,007 |
| Noval, Ferdinand | 78,863 |
| Novecosky, Lawrence | 70,002 |
| Novik, Lori | 77,806 |
| Nowosad, Janelle | 74,511 |
| Noyes, Heather | 84,026 |
| Noyes, Shae | 65,718 |
| Nugent, Carol | 54,664 |
| Nugent, Karen | 59,596 |
| Nurse, Byron | 127,056 |
| Nurse, Shawna | 90,215 |
| Nuttall, Janice | 53,576 |
| Nwalozie, Annunciata | 129,691 |
| Nwaodu, Evangeline | 50,551 |
| Nyuli, Amanda | 99,849 |
| O Sullivan, Tara | 92,926 |
| O Watch, Erin | 97,967 |
| Oak, Lisa | 93,532 |
| Oakes, Larry | 102,745 |
| Oates, Kayla | 85,115 |
| Oberndorfer, Gillian | 122,095 |
| Obispo, Eunice | 61,047 |
| Obispo, Samuel | 53,643 |
| Obrien, Richard | 60,502 |
| Obrigewitsch, Carmen | 82,567 |
| Obyrne, Patrick | 116,722 |
| Ocampo, Rochelle | 94,688 |
| Ocampo, Rosalie | 70,229 |
| Ochitwa, Sandra | 92,071 |
| Ochoa, Patricia | 84,018 |
| Oconnor, Dawn | 95,099 |
| Oconnor, Fiona | 136,493 |
| O'Connor, Megan | 66,003 |

# APPENDIX D: PAYEE LIST

| Name | Amount |
|---|---|
| Ocreto, Mark Noel | 87,293 |
| Octubre, Penafrancia | 105,185 |
| Odell, Teegan | 124,879 |
| Odi, Prim Rose | 77,706 |
| Odoh, Nkechinyere | 81,391 |
| Odow, Barbara | 61,503 |
| Odow, Jodie | 52,586 |
| O'Dow, Vanessa | 60,010 |
| Ogibowski, Theresa | 93,826 |
| Ogilvie, Ivorine | 52,912 |
| Ogilvie, Lore | 121,936 |
| Ogrodnick, Nancy | 107,714 |
| Okeadu, Justina | 54,225 |
| Okeefe, Michelle | 86,430 |
| Okoro, Sylvia | 54,013 |
| Olanipekun, Caroline | 134,353 |
| Olbrich, Robert | 66,182 |
| Olekshy, Kevin | 77,283 |
| Oliquino, Raissa | 73,579 |
| Oliver Carson, Stacey | 192,050 |
| Oliver Ewaniuk, Tracey | 64,822 |
| Olshanoski, Leann | 50,556 |
| Olson Weir, Lindsay | 92,786 |
| Olson, Brad | 62,436 |
| Olson, Curtis | 99,237 |
| Olson, Pamela | 106,524 |
| Olson, Tanda | 88,589 |
| Olson, Wendy | 94,107 |
| Oluyinka, Funmilayo | 99,576 |
| Oluyinka, Stephen | 105,084 |
| Olynick, Andrea | 50,878 |
| Olynick, Brittany | 78,868 |
| Omolida, Genalyn | 91,838 |
| Onagi, Maxine | 91,112 |
| Ong, Janice | 95,444 |
| Onyskevitch, Brandi | 89,947 |
| Oo, Min | 60,534 |
| Oquinn, Sheryl | 107,580 |
| Orasan, Loredana | 73,632 |
| Orban, Dale | 98,859 |
| Orell Bast, Shannon | 73,228 |
| Orell, Colleen | 73,933 |
| Orell, Megan | 72,791 |
| Orellana, Candyce | 58,976 |
| Orellana, Edwin | 53,769 |
| Oremba, Misty | 78,017 |
| Oreniyi, Omolola | 51,435 |
| Orlic Muth, Regina | 78,929 |
| Orlowski, Louine | 103,708 |
| Orosz, Sharla | 74,778 |
| Orrell, Miranda | 92,143 |
| Ortega, Ruth Anabel | 57,765 |
| Orthner, Amy | 79,026 |
| Orthner, Gail | 105,371 |
| Orthner, Virginia | 93,188 |
| Ortman, Gwen | 77,410 |
| Ortman, Nina | 116,212 |
| Ortman, Shauna | 82,351 |
| Osborne, Tara | 90,513 |
| Osicki, Nicole | 73,854 |
| Osiowy Hunter, Patricia | 95,574 |
| Osipoff, Rhonda | 55,826 |
| Osmak, Caroline | 52,020 |
| Ostapiw, Lori | 74,570 |
| Ostapowich, Shannon | 91,534 |
| Ostrikova, Ioulia | 61,125 |
| Ostrowka, Rhonda | 75,840 |
| Oswal, Jyoti | 100,355 |
| Ott, Brigid | 100,050 |
| Ott, Jenelle | 86,638 |
| Otte, Holly | 61,594 |
| Otten, Laurele | 72,422 |
| Ottenbreit, Leslie | 64,417 |
| Overend, Dawn | 68,119 |
| Owen, Sherilea | 93,176 |
| Owens, Katherine | 111,522 |
| Ozga Bellamy, Linda | 115,790 |
| Ozipko, Shirley | 55,321 |
| Pacada, Melanie | 93,275 |
| Pacardo, Kris | 70,123 |
| Pachal, Laurelle | 96,003 |
| Pacis, Sarah | 98,248 |
| Paderanga, Fe | 56,708 |
| Paderanga, Sogie Marie | 70,703 |
| Paderanga, Trinidad | 50,289 |
| Paetsch, Dale | 74,783 |
| Pagdilao, Rowena | 93,351 |
| Paguyo, Purificat | 52,693 |
| Pahkala, Lisa | 87,258 |
| Paice, Trudy | 71,404 |
| Palandri, Sandra | 84,010 |
| Palazzo, Lee Ann | 87,633 |
| Paligan, Daphne | 66,038 |
| Palik, Debbie | 56,452 |
| Palmer, Dianne | 102,577 |
| Palmer, Janice | 54,715 |
| Palmer, Lorie | 117,368 |
| Palmer, Terena | 52,580 |
| Palmero, Arnold | 143,761 |
| Palmier, Joan | 56,147 |
| Paluck, Elan | 137,414 |
| Pamintuan, Amanda | 81,028 |
| Panchuk, Douglas | 105,555 |
| Pandey, Mamata | 97,840 |
| Panelo, Rueben Jan | 94,689 |
| Panjeta, Jaspreet | 51,455 |
| Pantazoglou, Kalliopi | 56,853 |
| Pantel, Chris | 76,528 |
| Parachoniak, Pat | 110,873 |
| Paraiso, Edgardo | 72,738 |
| Paraiso, Elena | 57,461 |
| Paraiso, Ernilou | 79,758 |
| Paraiso, Lourdes | 78,099 |
| Parakkandathil, Abdul | 79,255 |
| Parakudiyil Mani, Tijesh | 50,705 |
| Parasram, Maria | 86,487 |
| Parbery, Donna | 74,715 |
| Parent, Darla | 97,063 |
| Parenteau, Jennifer | 61,004 |
| Parisian, Shalyn | 72,164 |
| Parisloff, Kim | 54,160 |
| Park, Katherine | 65,486 |
| Parker, Kyle | 94,401 |
| Parker, Lauren | 78,311 |
| Parker, Norma | 96,586 |
| Parker, Robert | 95,412 |
| Parley, Lorie | 54,998 |
| Parr, Raichel | 56,742 |
| Parr, Suzy | 60,953 |
| Parrell, Billy | 79,585 |
| Parrell, Denise | 90,863 |
| Parrott, Teri | 86,288 |
| Parsons, Lucia | 93,950 |
| Partaik, Susan | 136,109 |
| Parungao, Nanette | 54,704 |
| Parvez, Naeem | 459,360 |
| Pasamonte, Joanne Belle | 79,352 |
| Pascal, Lorraine | 51,874 |
| Paseznak, Marion | 140,102 |
| Paseznak, Scott | 93,709 |
| Pasion, Ricarda | 57,953 |
| Paskey, Gail | 91,828 |
| Paslawski, Judith | 71,478 |
| Pasloske, Ramona | 52,905 |
| Pass, Danielle | 73,043 |
| Patel, Dilipkumar | 75,184 |
| Patel, Dipesh | 75,855 |
| Patel, Dipeshkumar | 77,518 |
| Patel, Diptiben | 54,119 |
| Patel, Pratikkumar | 61,072 |
| Paterson, Carly | 64,376 |
| Patricio, Alex | 65,207 |
| Patterson, Bev | 50,995 |
| Patterson, Latoya | 102,594 |
| Patzer, Dave | 76,092 |
| Paul, Michael | 53,247 |
| Paul, Shiny | 84,783 |
| Paul, Steve | 82,479 |
| Paulhus, Gwen | 85,053 |
| Paulson, Steven | 72,212 |
| Paus, Carrie | 98,117 |
| Pawliw, Tracy | 62,093 |
| Payne, Raymond | 61,541 |
| Peakman, Ashlie | 96,280 |
| Pearce, Brent | 63,098 |

# APPENDIX D: PAYEE LIST

| Name | Amount |
|---|---|
| Pearson, Anita | 72,640 |
| Pearson, Danielle | 75,945 |
| Peasley, Raena | 69,619 |
| Peberdy, Sabrina | 87,499 |
| Peck, Erin | 60,701 |
| Pedersen, Ashley | 93,045 |
| Pedersen, Patricia | 90,982 |
| Pederson, Erica | 81,212 |
| Pedscalny, Brenda | 98,118 |
| Peel, Jamie | 93,273 |
| Peel, Jayme | 62,490 |
| Pegg, Nicole | 76,197 |
| Pekush, Dennis | 94,150 |
| Pelaez, Myrah | 51,775 |
| Pelagio, Maria Irma | 86,264 |
| Pelechytik, Jan | 94,184 |
| Pellerin, Danielle | 76,317 |
| Pelletier, Cynthia | 52,110 |
| Pelletier, Kim | 85,404 |
| Peltier, Brenda | 71,832 |
| Pelzer, Alexandra | 63,566 |
| Penner, Janice | 85,337 |
| Penner, Kaitlyn | 70,422 |
| Penner, Lyndsay | 102,538 |
| Pennett, Christy | 79,385 |
| Penny, Tegan | 81,236 |
| Pepper, Edwin | 53,782 |
| Peralta Elgueta, Pedro | 64,269 |
| Perampalam, Anusshan | 79,156 |
| Perchie, Glen | 158,701 |
| Perkins, Cheryl | 50,851 |
| Perkins, Susan | 135,140 |
| Perras, Omer | 69,918 |
| Perrault, Stephanie | 90,780 |
| Perreault, Serena | 55,377 |
| Perreaux, Joanna | 76,956 |
| Perrin, Jonathan | 98,201 |
| Persaud, Lisa | 91,759 |
| Persaud, Parmanand | 87,500 |
| Persson, Barbara | 87,772 |
| Persson, Karen | 69,153 |
| Pesquera, Grace | 116,559 |
| Pesquera, Melvin | 52,761 |
| Petays, Vanessa | 57,314 |
| Peters, Catherine | 92,360 |
| Peters, Leia | 62,808 |
| Peters, Melissa | 60,519 |
| Peters, Robert | 298,709 |
| Peters, Wade | 89,053 |
| Peterson, Diane | 94,007 |
| Peterson, Kathy | 67,502 |
| Petit Homme, Cary | 52,584 |
| Petracek, Rhonda | 55,210 |
| Petracek, Roxanne | 82,580 |
| Petrie, Maria | 73,636 |
| Petrychyn, Margaret | 157,462 |
| Petryna, Vivian | 92,799 |
| Petterson, Joey Lynn | 56,952 |
| Pettit, Terri | 114,324 |
| Peyson Biensch, Lois | 70,182 |
| Pham, Huy | 121,455 |
| Philip, Arun | 58,360 |
| Phillipo Hugel, Paula | 97,311 |
| Phillips, Casey | 56,086 |
| Phillips, Emily | 68,333 |
| Phillips, Lee | 57,306 |
| Phillips, Scott | 80,967 |
| Phillips, Tracy | 139,738 |
| Phillips, Zachary | 75,023 |
| Pho, Joleen | 80,877 |
| Picard, Imelda | 52,032 |
| Picard, Sonja | 100,960 |
| Pickett, Sandra | 55,000 |
| Pierce, Christina | 70,546 |
| Pierrard, Angela | 60,520 |
| Pike, Fay | 54,361 |
| Pike, Gregory | 103,249 |
| Pilapil, Sylvia | 55,766 |
| Pillipow, Catherine | 58,414 |
| Pilon, Emily | 74,756 |
| Pilon, Janelle | 58,976 |
| Pilon, Marcia | 50,921 |
| Pilot, Deana | 50,895 |
| Pinay, Kara | 81,931 |
| Pinay, Paige | 107,492 |
| Pineau, Eugene | 55,908 |
| Pitre, David | 66,072 |
| Pituley, Brandon | 84,319 |
| Pitura, Susan | 111,750 |
| Plank, Lisa | 114,439 |
| Plante, Ken | 51,201 |
| Playter, Pamela | 138,859 |
| Plosz, Neal | 56,603 |
| Poelzer, Stacy | 97,679 |
| Poitras, Greggory | 59,701 |
| Poitras, Jana | 93,490 |
| Pollard, Sandra | 81,991 |
| Pollock, Chris | 108,396 |
| Pollock, Darlene | 114,320 |
| Pollock, Glenda | 72,306 |
| Pollock, Nicole | 74,625 |
| Pollock, Sarah | 71,506 |
| Pollock, Shari | 73,870 |
| Pollon, Albert | 70,592 |
| Pollon, Monique | 80,811 |
| Polsom, Reina | 63,463 |
| Polvi, Janelle | 58,654 |
| Pompu, Tammy | 95,705 |
| Pon, Tin Yout | 143,953 |
| Poncsak, Debbie | 90,517 |
| Poole, Sherry | 98,189 |
| Poorman, Maxine | 73,500 |
| Pope, Steve | 77,469 |
| Popescue, Melissa | 93,124 |
| Popick, Paula | 91,808 |
| Popkie, Peter | 98,383 |
| Popoff, Laura | 53,389 |
| Popowich, Barbara | 52,112 |
| Popowich, Glenda | 107,005 |
| Portras, Donna | 97,807 |
| Posehn, Lindsey | 58,132 |
| Potetz Moore, Leeann | 95,792 |
| Potter, Vera | 90,300 |
| Pouteaux, Kayla | 78,508 |
| Powell, Maureen | 86,303 |
| Powell, Shayna | 57,581 |
| Power, Kenda | 105,309 |
| Powers, Jessica | 99,416 |
| Powers, Marilyn | 67,416 |
| Praski, Nancy | 102,087 |
| Prasla, Sonam | 55,464 |
| Pratt, Christoph | 58,550 |
| Pratt, Kelsie | 78,846 |
| Predinchuk, Jennifer | 68,262 |
| Preikchat, Elton | 72,294 |
| Prekaski, Colleen | 137,529 |
| Preston Deitner, Spencer | 74,391 |
| Pretty, Micheline | 96,428 |
| Pretzlaw, Doreen | 83,911 |
| Priddell, Roxane | 92,985 |
| Prill, Tristine | 55,330 |
| Primavera, Janice | 87,208 |
| Printz, Chelsea | 89,660 |
| Pritchard, Beverley | 92,961 |
| Pritchard, Ruth | 52,906 |
| Proudlove, Elizabeth | 109,228 |
| Proulx, Sharon | 94,972 |
| Provick, Sandra | 70,577 |
| Prychak, Christen | 53,782 |
| Pugh, Myrna | 91,093 |
| Pugh, Sara | 88,315 |
| Pugsley, Michelle | 65,128 |
| Pura, Amanda | 70,275 |
| Purdue, Erin | 105,261 |
| Purdue, Ryan | 102,586 |
| Puri Harrison, Hema | 73,004 |
| Puszkar, Shaunalee | 80,278 |
| Pylatiuk, Jason | 92,319 |
| Quangtakoune, Wendy | 101,371 |
| Quarto, Vicky | 52,361 |
| Quero, Geste | 112,777 |
| Quezon, Jerfelle | 169,122 |
| Quine, Tamara | 97,692 |
| Quiniones, Michelle Ann | 51,332 |
| Quinlan, Colleen | 76,589 |

# APPENDIX D: PAYEE LIST

| Name | Amount |
|---|---|
| Quinnett Bobetsis, Michele | 75,892 |
| Quintero, Claire | 79,411 |
| Quintero, Pedro | 50,527 |
| Quinton, Daphne | 50,998 |
| Quintyn, Wanda | 50,127 |
| Qureshi, Tania | 80,194 |
| Raab, Nicole | 105,339 |
| Rabaino, Jessel | 127,377 |
| Racette, Joyce | 94,151 |
| Racette, Kenneth | 82,264 |
| Racette, Krista | 83,443 |
| Racette, Yvonne | 101,313 |
| Rachar, Kathryn | 78,288 |
| Radons, Leah | 75,321 |
| Radons, Shelly | 104,462 |
| Radutu, Cristiana | 69,076 |
| Radutu, George | 192,206 |
| Rae, Justin | 93,803 |
| Rae, Michelle | 84,738 |
| Ragadio, Rosario | 160,670 |
| Rainbow, Monica | 74,949 |
| Rainbow, Scott | 95,640 |
| Rainville, Lisa | 94,787 |
| Ram, Hansa | 57,499 |
| Ram, Kavita | 63,936 |
| Ramage, Cheryl | 59,972 |
| Ramilo-Bayatan, Analea | 77,942 |
| Ramos Faldas, Lalaine | 63,101 |
| Ramos, Katrina | 111,944 |
| Ramsay, Corrie | 97,614 |
| Ramsay, Doug | 87,944 |
| Ramsay, Todd | 89,586 |
| Ramstead, Brian | 51,182 |
| Ranalli, Greg | 74,658 |
| Randall, Jolene | 70,643 |
| Randhawa, Aman | 59,572 |
| Rante, Lesley | 53,732 |
| Rapchalk, Jason | 90,818 |
| Rapchalk, Kimberly | 81,817 |
| Rapitta, Michelle | 66,757 |
| Rappai, Rintu | 66,045 |
| Raquedan, Jeanavie | 181,263 |
| Rask, Colin | 83,922 |
| Rasmussen, Benjamin | 54,867 |
| Rasmussen, E Jane | 52,344 |
| Rathwell, Dana | 62,470 |
| Rathy, Brent | 129,765 |
| Rauckman, Christina | 95,147 |
| Ray, Amanda | 76,586 |
| Raymundo, Noah | 61,923 |
| Rayos, Racquel | 100,660 |
| Reaburn, Ross | 99,409 |
| Read, Jody | 55,080 |
| Rebinsky, Michelle | 73,712 |
| Recolisado, Victoria | 50,781 |
| Rector, Patricia | 106,507 |
| Reddekop, Edith | 53,509 |
| Reddekop, Patrick | 77,916 |
| Redenbach, Michael | 273,348 |
| Reece, Wanda | 76,019 |
| Reed, Danielle | 68,559 |
| Reed, David | 95,202 |
| Reed, Jody | 96,472 |
| Reed, Julie | 88,297 |
| Reekie, Wendy | 57,939 |
| Reeve, Amanda | 54,010 |
| Regehr, Ronald | 98,172 |
| Reich, Morgan | 62,481 |
| Reichert, Sherri | 90,128 |
| Reid Leimgardt, Lorna | 88,803 |
| Reid, Amy | 83,408 |
| Reid, Ingrid | 122,088 |
| Reid, Joanne | 94,923 |
| Reid, Marilyn | 116,361 |
| Reimer, Betty | 71,503 |
| Reimer, Florence | 71,419 |
| Reimer, Landan | 65,785 |
| Reiser, Katie | 88,487 |
| Reitenbach, Amanda | 53,563 |
| Reiter, Andrea | 52,575 |
| Reiter, Lori | 73,414 |
| Rennebohm, Lynnette | 53,090 |
| Renner Scott, Faye | 90,143 |
| Rennie, Trisha | 77,625 |
| Renwick, Patricia | 92,720 |
| Repotente, Anthony | 63,596 |
| Repotente, Maria Fe | 121,405 |
| Resurreccion, Althea | 85,127 |
| Rettger, Kelly | 92,258 |
| Retzer, Pamela | 87,966 |
| Revelo, Jay | 110,068 |
| Revenko, Scott | 92,949 |
| Revoy, Sheldon | 84,812 |
| Reyes, Billy John | 90,531 |
| Reynard, Beth | 66,808 |
| Reynard, Rebecca | 52,228 |
| Reynolds, Michael | 69,178 |
| Reynolds, Regan | 64,987 |
| Reynolds, Trisha | 84,878 |
| Rezvanpour, Atoosa | 81,493 |
| Rhodes, Rod | 69,801 |
| Riccetto, Anabella | 88,370 |
| Ricci, Jacquelin | 132,454 |
| Ricci, Stanley | 86,236 |
| Rich, Kim | 87,381 |
| Rich, Rachelle | 61,594 |
| Richards, Mardel | 83,994 |
| Richardson, Brenda | 61,775 |
| Richardson, Coreen | 97,104 |
| Richardson, Jessica | 74,815 |
| Richardson, Nancy | 65,291 |
| Richaud, Allison | 54,508 |
| Richaud, Pamela | 135,200 |
| Richenberger, Paul | 74,514 |
| Richter, Deborah | 93,435 |
| Richter, Florence | 94,535 |
| Richter, Ginger | 93,966 |
| Richter, Glenn | 76,336 |
| Rieder, Evelyn | 55,280 |
| Riemer, Joan | 112,891 |
| Riess, Makenzie | 100,025 |
| Rigonan, Dryden | 105,401 |
| Rinas, Shelly | 61,260 |
| Rines, Andrea | 77,818 |
| Ring, Caitlin | 51,612 |
| Ring, David | 70,077 |
| Rintoul, Leah | 79,990 |
| Ripley, Kelli | 111,572 |
| Ripplinger, Janice | 75,436 |
| Rist, Amanda | 110,247 |
| Ritchie, Bonnie | 54,773 |
| Ritson, Ann | 77,775 |
| Ritter, Patricia | 103,909 |
| Rittwage, Catherine | 103,214 |
| Rivera, Lenia | 81,363 |
| Rivers, Monica | 72,198 |
| Roach, Stephanie | 66,538 |
| Roberts, Brent | 129,998 |
| Roberts, Garnet | 94,151 |
| Roberts, Glen | 129,206 |
| Roberts, Susan | 102,257 |
| Roberts, Wanda | 66,341 |
| Robertson, Coralee | 82,137 |
| Robertson, Lorianne | 98,562 |
| Robertson, Marlene | 93,097 |
| Robins, Lynnette | 95,682 |
| Robinson, Beryl | 120,956 |
| Robinson, Carla | 58,350 |
| Robinson, Jennifer | 53,782 |
| Robinson, Lorrie | 71,471 |
| Robinson, Tom | 131,647 |
| Robison, James | 118,615 |
| Robson, Janice | 107,105 |
| Rodger, Debbie | 95,594 |
| Rodgers, Jennifer | 92,472 |
| Rodgers, Milissa | 105,360 |
| Rodgers, Pamela | 92,245 |
| Rodil, Ruel | 104,587 |
| Rodrigo, Lorainne Fe | 98,327 |
| Rodriguez, Stephanie | 109,899 |
| Roduta, Gerico | 73,682 |
| Roduta, Madilene | 80,083 |
| Roesch, Erin | 139,196 |
| Rogalski, Rhonda | 56,190 |
| Rogers, Arlene | 95,222 |

# APPENDIX D: PAYEE LIST

| Name | Amount |
|---|---|
| Rogers, Katherine | 115,777 |
| Rogers, Shannon | 81,219 |
| Rogina, Sandy | 101,901 |
| Rogoschewsky, Deborah | 74,039 |
| Rojan, Devika | 101,001 |
| Roland, Lisa | 101,290 |
| Rolfe, Kirsty | 71,871 |
| Roman, Tito | 57,638 |
| Romaniuk, Natalie | 94,360 |
| Roque, Alexander | 122,489 |
| Rorbeck, Darlene | 137,437 |
| Rosbrook, Gloria | 90,068 |
| Rosbrook, Kaitlin | 69,239 |
| Rose, Adam | 70,647 |
| Roslinski, Carla | 84,830 |
| Rosorn, Cheryl | 98,147 |
| Ross, Jacalyn | 107,669 |
| Ross, Landace | 76,795 |
| Ross, Rosemarie | 53,258 |
| Rostie, Darcy | 82,909 |
| Rotariu, Lynn | 75,840 |
| Roth, Cheyanne | 80,149 |
| Rotheisler, Stephanie | 76,036 |
| Rothwell, Mary | 67,543 |
| Roulston, David | 116,862 |
| Roulston, Shelley | 96,083 |
| Routledge, Joy | 100,400 |
| Roy, Linda | 69,431 |
| Roy, Valerie | 89,006 |
| Royal, Benjamin | 72,305 |
| Royal, Joshua | 69,074 |
| Royal, Stephanie | 85,196 |
| Rozon, Danielle | 93,307 |
| Ruda, Lisa | 106,777 |
| Rudd, Delaney | 98,912 |
| Ruddell, Cheryl | 52,301 |
| Rude, Darlene | 87,704 |
| Rudolph, Courtney | 93,109 |
| Rudolph, Sobra | 58,750 |
| Rudy, Dennis | 53,782 |
| Ruecker, Holly | 129,703 |
| Ruecker, Joshua | 87,372 |
| Ruehs, Dyneena | 102,586 |
| Rukas, Dmytro | 77,384 |
| Rumpel, Ainslee | 61,118 |
| Runge, Dianna | 50,507 |
| Runge, Sarah | 71,993 |
| Rupchan, Joe | 92,390 |
| Rushlow, Jodi | 129,621 |
| Rushton, Mitsy | 73,645 |
| Rusk, Kimberly | 55,772 |
| Russell, Jennifer | 59,402 |
| Russell, Nancy | 56,389 |
| Russell, Pamela | 65,577 |
| Russell, Rhonda | 70,452 |
| Russell, Robert | 89,274 |
| Rutten, Karen | 94,582 |
| Ruzicka Olson, Corie | 76,949 |
| Ryan, Arla | 91,236 |
| Ryan, Warren | 75,093 |
| Rybchuk, Ken | 77,442 |
| Ryder, Connie | 60,491 |
| Rydzik, Kathryn | 51,818 |
| Rydzik, Louise | 158,326 |
| Ryerson, Jennifer | 80,065 |
| Sabo, Carol | 77,791 |
| Sachdeva, Cherry | 80,207 |
| Saczek, Krzysztof | 441,309 |
| Safi, Masoud | 102,323 |
| Sagun, Lamberto | 60,113 |
| Sahota, Gurtinderjit | 100,409 |
| Sahulka, Cole | 73,811 |
| Saint, Paul | 83,726 |
| Saint, Sherry | 91,130 |
| Salberg, Alexa | 77,556 |
| Salem, Alicia | 51,158 |
| Sali, Janet | 97,184 |
| Sali, Kristin | 66,472 |
| Sali, Lori | 73,390 |
| Sali, Mona | 97,394 |
| Salminen, Sara | 54,824 |
| Salvador, Christopher John | 55,321 |
| Samayoa, Jose | 90,647 |
| Samchyk, Stephen | 69,503 |
| Samchyk, Tera Lee | 69,087 |
| Samonte, Joel | 207,089 |
| Samonte, Nolita | 81,362 |
| Samoy, May | 115,442 |
| San Diego, Ricsan | 106,732 |
| Sanden, Joel | 94,140 |
| Sanders, Carol-Anne | 73,047 |
| Sanders, Jennifer | 65,281 |
| Sanders, Whitney | 110,791 |
| Sanderson, Jennifer | 75,526 |
| Sandhu, Kulwinder | 59,983 |
| Sandin, Sherri | 87,266 |
| Sandor, Donna | 101,173 |
| Sandstra, Shawnna | 83,750 |
| Sanftleben, Laura | 83,953 |
| Sanopo, Maria Chr | 100,618 |
| Santiago, Karen | 130,755 |
| Santo, Christina | 52,294 |
| Santo, Matthew | 77,189 |
| Santos, Dulce | 62,781 |
| Santos, Edna | 83,932 |
| Santos, Giovanni | 97,666 |
| Santos, Jennifer | 81,343 |
| Santos, Vilma | 50,881 |
| Sanville, Shawn | 96,153 |
| Sanya, Lynn | 158,701 |
| Sanya, Olu | 59,272 |
| Sarma, Debasish | 70,511 |
| Sarmiento, Louelle | 113,238 |
| Sarty, Cathy | 75,322 |
| Sauer, Melissa | 88,809 |
| Savoie Church, Natalie | 96,488 |
| Sawatsky, Carlie | 95,704 |
| Sawatsky, Chris | 94,863 |
| Sawatsky, Leah | 91,344 |
| Sawchuk, Dusten | 134,383 |
| Sawel, Alexandra | 84,168 |
| Sayer, Cecilia | 58,976 |
| Schaeffer Rist, Holly | 83,314 |
| Schaeffer, Bailey | 75,696 |
| Schaeffer, Christine | 55,990 |
| Schalk, Yvonne | 61,773 |
| Scharfenberg, Leslie | 66,543 |
| Schatz, Lois | 102,586 |
| Scheibel, Michelle | 106,244 |
| Scheidt, Coby | 105,172 |
| Schellenberg, Deborah | 96,540 |
| Schenstead, Amanda | 74,495 |
| Scherbey, Terry | 85,482 |
| Scherle, Melanie | 73,801 |
| Scheuer, Brenda | 84,246 |
| Scheuer, Gail | 127,022 |
| Schiazza, Guido | 92,747 |
| Schiazza, Irene | 51,535 |
| Schick, Alanna | 85,400 |
| Schick, Debra | 72,261 |
| Schikowski, Tracey | 92,846 |
| Schill, Lisa | 98,204 |
| Schill, Sarah | 65,953 |
| Schiller, Betty | 87,541 |
| Schiltz, Carol | 76,025 |
| Schiltz, Murray | 56,497 |
| Schinborn, Charisse | 70,030 |
| Schinborn, Jim | 54,002 |
| Schindel, Sherice | 76,682 |
| Schindel, Taryn | 103,801 |
| Schindelka, Crystal | 72,072 |
| Schindelka, Danaka | 79,563 |
| Schindler, Brenda | 55,101 |
| Schindler, Karen | 116,433 |
| Schlamp, Michelle | 99,055 |
| Schleede, Amanda | 68,011 |
| Schlichtmann, Esther | 77,929 |
| Schmidt, Andrew | 101,683 |
| Schmidt, Bonny | 57,772 |
| Schmidt, Craig | 123,909 |
| Schmidt, Danielle | 79,891 |
| Schmidt, Deborah | 60,164 |
| Schmidt, Hannah | 51,781 |
| Schmidt, Julie | 113,512 |
| Schmidt, Kristen | 92,661 |

# APPENDIX D: PAYEE LIST

| Name | Amount |
|---|---|
| Schmidt, Kristin | 107,668 |
| Schmidt, Rachelle | 81,915 |
| Schmidt, Rhegan | 76,758 |
| Schmidt, Shannon | 84,409 |
| Schmidt, Shawna | 100,682 |
| Schmidt, Sherry | 81,880 |
| Schmidt, Sonja | 61,492 |
| Schmidt, Susan | 84,830 |
| Schmidt, Traci Jo | 93,319 |
| Schmidtz, Barbara | 74,501 |
| Schmitz, Jessica | 86,722 |
| Schneider, Alma | 91,968 |
| Schneider, Doreen | 67,420 |
| Schneider, Susan | 60,157 |
| Schnurr, Jinky | 50,173 |
| Schock, Brenda | 87,992 |
| Schoenau, Marietta | 69,549 |
| Schoenhofen, Brenda | 133,479 |
| Schoenroth, Johnathan | 66,089 |
| Schoenthaler, Connor | 53,164 |
| Schoenthaler, Shelley | 90,931 |
| Schooley, Bryan | 78,206 |
| Schopf, Jacqueline | 69,889 |
| Schrader, Ceigee | 95,137 |
| Schroeder, Alexis | 69,201 |
| Schroeder, Cindy | 52,426 |
| Schuba, Angela | 108,026 |
| Schuba, Robert | 113,100 |
| Schuler, Sharon | 81,911 |
| Schulhauser, Michael | 87,324 |
| Schulhauser, Sara | 60,499 |
| Schultes, Jeffrey | 95,247 |
| Schultz, Michelle | 97,631 |
| Schultz, Rhonda | 72,618 |
| Schultz, Victoria | 90,471 |
| Schulz, Greg | 100,611 |
| Schumann, Carmena | 79,224 |
| Schussler, Lisa | 85,961 |
| Schuster, Brenda | 108,610 |
| Schutz, Monica | 95,612 |
| Schwabe, Keith | 53,920 |
| Schwalm, Dwayne | 98,449 |
| Schwark, Dayna | 68,696 |
| Schwartz, Janice | 79,770 |
| Schwartz, Jennifer | 51,312 |
| Schwartz, Kelly | 84,463 |
| Schwartz, Lloyd | 63,727 |
| Schwartz, Natalie | 63,266 |
| Schwartz, Robert | 108,396 |
| Schwartz, Wendy | 76,625 |
| Schweiger, Margaret | 82,579 |
| Schweitzer, Lynda | 110,397 |
| Schwentke, Kathleen | 56,486 |
| Schwickrath, Louise | 56,495 |
| Schwindt, Dale | 50,215 |
| Scollan, Amanda | 52,639 |
| Scott, Amanda | 54,381 |
| Scott, Carmen | 75,648 |
| Scott, Marcia | 122,095 |
| Scott, Maxine | 132,376 |
| Scott, Michelle | 92,205 |
| Scott, Nicole | 119,508 |
| Scraper, Kelly | 93,085 |
| Sculli, Marissa | 98,031 |
| Seaborg, Ashley | 81,451 |
| Sebastian, Liza | 109,113 |
| Sebastian, Lydia | 99,872 |
| Sebastian, Natasha | 68,657 |
| Sebastien, Jolene | 95,712 |
| Sebesten, Leanne | 78,605 |
| Sebulsky, Kyle | 60,783 |
| Secuur, Janine | 75,582 |
| Secuur, Linda | 53,881 |
| Seel, Taryn | 73,694 |
| Sehn, Marcia | 55,656 |
| Seib, Chad | 79,538 |
| Seib, Heather | 72,778 |
| Seibel, Jackie | 84,830 |
| Seidlikoski, Noelle | 78,437 |
| Seidlitz, Nancy | 56,153 |
| Seitz, Tammy | 72,317 |
| Selinger, Arlene | 79,245 |
| Selinger, Carolyn | 70,510 |
| Selinger, Christine | 102,193 |
| Selinger, Janelle | 74,937 |
| Selinger, Kimberley | 60,695 |
| Selinger, Lorenda | 59,113 |
| Selinger, Marsha | 75,844 |
| Selinger, Michelle | 83,640 |
| Selinger, Sarah | 54,411 |
| Selinger, Stephen | 102,586 |
| Sellinger, Cheryl | 70,730 |
| Sellinger, Douglas | 129,300 |
| Selzer, Sharon | 106,596 |
| Semchuk, Kirsten | 56,076 |
| Semchuk, William | 139,136 |
| Semey, Patricia | 137,594 |
| Senft, Janell | 85,232 |
| Senft, Kaylene | 62,305 |
| Senga, Carrie | 94,104 |
| Senga, Chad | 86,163 |
| Seno, Rommel | 615,482 |
| Sentes, Tina | 84,081 |
| Serle, Shelley | 109,885 |
| Serrano, Cherrlyn | 85,340 |
| Severson, David | 95,558 |
| Severson, Kassandra | 76,019 |
| Shannon, Jacqueline | 105,029 |
| Shannon, Samantha | 94,532 |
| Sharkey, Brittany | 61,240 |
| Sharma, Indu | 56,412 |
| Sharma, Neelu | 51,441 |
| Shaw, Bobbie Jean | 62,073 |
| Shaw, Courtney | 74,541 |
| Shaw, Dawn | 86,153 |
| Shaw, Terra | 57,264 |
| Shaw, Terrence | 100,609 |
| Shay, Melanda | 95,195 |
| Sheldon, Angela | 72,964 |
| Shenner, Robyn | 99,613 |
| Sheridan, Eileen | 82,321 |
| Sherle, Patricia | 50,113 |
| Shetterly, Alyson | 108,165 |
| Shevchuk, Debra | 217,155 |
| Shewchuk, Daryl | 92,623 |
| Shewchuk, Denise | 56,180 |
| Shiels, Shaelynn | 80,671 |
| Shiplack, Barbara | 50,236 |
| Shiplack, Brenda | 50,920 |
| Shiplack, Robyn | 77,514 |
| Shire, Tiona | 70,262 |
| Shire, Tracy | 87,804 |
| Shoemaker Chorney, Laura | 86,178 |
| Shoemaker, Laurie | 87,730 |
| Sholdra, Yuriy | 83,504 |
| Shreeves, Lora | 93,604 |
| Shuflita Kurtz, Sheila | 103,037 |
| Shwe, Thein | 74,258 |
| Shymkiw, Joanne | 104,032 |
| Sia, Eduardo | 104,601 |
| Sia, Jackson | 101,877 |
| Sia-Javier, Lynette | 188,599 |
| Sian, Maria Maika | 56,415 |
| Siao, Kristina Marie | 111,793 |
| Siapno, Irish Jylland | 109,195 |
| Siapno, Marie Sheina | 74,185 |
| Siason, Thea Marie | 61,308 |
| Sibbald, Susan | 53,957 |
| Sich, Colleen | 96,699 |
| Sich, Trina | 91,339 |
| Sickel, Calle | 57,951 |
| Siddiqui, Rabiah | 107,814 |
| Sidebottom, Sarah | 73,174 |
| Sideen, Tina | 62,443 |
| Sidhu, Arashdeep | 64,215 |
| Sidhu, Harmanjit | 55,892 |
| Sidhu, Kuldeep | 91,463 |
| Sieben, Carolyn | 63,018 |
| Sieben, Lianne | 61,394 |
| Sieben, Natasha | 66,464 |
| Sigmeth, Myra | 61,348 |
| Signarowski, Stuart | 94,080 |
| Sigurdson, Shauna | 50,905 |
| Silbernagel, Trisha | 72,671 |
| Silljer, Leslie | 53,563 |

# APPENDIX D: PAYEE LIST

| Name | Amount |
|---|---|
| Silver, Amanda | 106,460 |
| Silversides, Katelyn | 106,737 |
| Silverson, Elsa | 91,090 |
| Silzer, Genine | 106,965 |
| Silzer, Joanne | 89,041 |
| Sim, Carey | 114,831 |
| Simard, Katherine | 102,109 |
| Simcak, Carol | 81,821 |
| Simcock, Christopher | 71,043 |
| Simicorescu, Constanti | 61,068 |
| Simms, Rita | 55,865 |
| Simon, Claudia | 100,863 |
| Simpson, Jamie | 78,235 |
| Simpson, Karly | 73,631 |
| Sims, Robyn | 76,963 |
| Sinclair Birns, Heather | 88,404 |
| Sinclair, Bettyanne | 76,501 |
| Sinclair, Natalie | 64,586 |
| Sinclair, Robin | 67,756 |
| Sinclair, Stephanie | 95,857 |
| Singer, Gennifer | 77,991 |
| Singer, Jade | 105,349 |
| Singer, Kateri | 114,037 |
| Singh, Damanpreet | 71,128 |
| Singh, Harpreet | 87,186 |
| Singh, Melanie | 55,485 |
| Singh, Sikander | 67,361 |
| Singh, Stephanie | 83,552 |
| Singh, Teena | 55,393 |
| Sinnett, Caitlin | 57,648 |
| Sinnett, Debbie | 158,701 |
| Sirois, Lisa | 63,640 |
| Sirup, Brendon | 79,841 |
| Sjodin, Arlen | 85,017 |
| Skaf, Sheila | 85,688 |
| Skene, Megan | 58,929 |
| Skiba, Valerie | 75,597 |
| Skiftun, Stacey | 73,013 |
| Skinner, Shannon | 84,991 |
| Skoretz, Heather | 117,054 |
| Skwark, Gail | 100,294 |
| Skwark, Holly | 143,801 |
| Slade, Tara | 80,496 |
| Slater, Courtney | 55,812 |
| Slater, Nicole | 98,028 |
| Slater, Vanessa | 73,099 |
| Slimmon, Arlene | 93,593 |
| Slingsby, Amy | 122,972 |
| Slinn, Jackie | 128,990 |
| Slinn, Jeffrey | 99,005 |
| Slinn, Sharon | 66,944 |
| Slinn, Tanya | 95,980 |
| Sliva, Donna | 52,586 |
| Slivenski, Nicole | 69,681 |
| Sluchenski, Charlotte | 72,546 |
| Slugoski, Yvonne | 101,231 |
| Sluser, Joy | 54,389 |
| Slywka, Jacki | 50,110 |
| Smadu, Marlene | 273,270 |
| Smale, Sommer | 86,834 |
| Smeikle, Lenieve | 115,218 |
| Smiljic, Tanja | 79,700 |
| Smith, Amber | 82,622 |
| Smith, Amy | 86,054 |
| Smith, Barbara | 106,821 |
| Smith, Brenda | 61,582 |
| Smith, Dakota | 67,261 |
| Smith, Debbie | 127,119 |
| Smith, Deborah | 73,334 |
| Smith, Emily | 89,805 |
| Smith, Karen | 52,586 |
| Smith, Kerbie | 75,994 |
| Smith, Kevin | 77,197 |
| Smith, Lillian | 58,691 |
| Smith, Linnea | 80,642 |
| Smith, Maggie | 52,704 |
| Smith, Malwinder | 61,083 |
| Smith, Margaret | 56,378 |
| Smith, Marilyn | 81,506 |
| Smith, Scott | 94,470 |
| Smith, Sheila A | 54,998 |
| Smith, Susan | 53,217 |
| Smith, Teresa | 97,827 |
| Smith, Tianna | 73,493 |
| Smith, Valerie | 50,469 |
| Smith-Windsor, Jillian | 70,492 |
| Smulan, Carole | 82,528 |
| Snell, Moni | 134,757 |
| Snell, Robert | 82,752 |
| Snyder, Dustin | 71,146 |
| Snyder, Rae-Lyn | 93,311 |
| Sobchuk, Tyne | 106,643 |
| Soby, Darryl | 100,378 |
| Sockett, Ingrid | 89,582 |
| Sokochoff, Stephanie | 89,012 |
| Solidarios, Glenn | 119,685 |
| Soliman, Jena | 55,401 |
| Soliman, Maricon | 88,284 |
| Soliman, Rowena | 66,541 |
| Soliman, Vincent | 82,450 |
| Solis, Josephine | 70,274 |
| Solis, Rolanda | 60,252 |
| Soloduk, Louella | 82,210 |
| Solomon, Aileen | 55,849 |
| Solomon, Jerome | 90,387 |
| Solonenko, Cheryl | 90,706 |
| Solonynko, Lori | 96,156 |
| Solvey, Kristen | 60,511 |
| Solypa, Cyndy | 109,304 |
| Sommer, Crystal | 89,342 |
| Sommer, Leland | 117,454 |
| Song, Wanchun | 87,780 |
| Sonntag, Maureen | 87,798 |
| Sopczak, Vince | 63,820 |
| Sorensen, Caroline | 55,147 |
| Sorensen, Stacey | 92,927 |
| Sorensen, Thomas | 105,172 |
| Soria, Nonita | 82,502 |
| Soriano, Corazon | 72,840 |
| Sotkowy, Kayla | 52,828 |
| Sotto, Shannaz | 88,521 |
| Souchotte, Karen | 59,157 |
| Soutar, Tania | 80,240 |
| South Perras, Joanna | 101,142 |
| Spagrud, Danette | 56,621 |
| Speers, Christie | 79,016 |
| Speers, Tricia | 93,795 |
| Spelay, Debra | 72,887 |
| Spence, Marley | 75,091 |
| Spence, Rane | 81,139 |
| Spencer, Cathleen | 65,271 |
| Spencer, Erin | 101,485 |
| Spencer, Katherine | 95,532 |
| Spencer, Mitchell | 120,278 |
| Sperling, Glenda | 60,560 |
| Sperling, Jordan | 73,071 |
| Spicer, Carol Ann | 93,319 |
| Spicer, Eva | 99,633 |
| Spilak, Cathi | 134,466 |
| Spilak, Sherri | 54,660 |
| Spitzke, Rylie | 64,316 |
| Spitzner, Avery | 98,095 |
| Spooner, Jason | 52,525 |
| Spring, Colin | 76,318 |
| Spring, Gillian | 92,035 |
| Srochenski, Terry | 61,322 |
| St Jacques, Laurette | 65,009 |
| St Onge, Jennifer | 104,355 |
| St Onge, Lynn | 50,156 |
| Stachiw, Claudia | 93,080 |
| Stadler, Angela | 83,478 |
| Stadnyk, Donna | 71,045 |
| Stadnyk, Jamie | 80,603 |
| Stadnyk, Marcy | 85,255 |
| Stadnyk, Robert | 83,384 |
| Stadnyk, Shelley | 76,749 |
| Stamm, Shelley | 101,203 |
| Stang, Laurel | 100,259 |
| Stanger Hodgins, Caryn | 73,959 |
| Stanley, Katie | 64,960 |
| Stapleton, Tammy | 91,212 |
| Stasiak, Catherine | 102,351 |
| Stasiuk, Carolyn | 50,548 |
| Stasiuk, Scott | 64,679 |
| Stauber, Noreen | 95,369 |

# APPENDIX D: PAYEE LIST

| Name | Amount |
|---|---|
| Steadman, Susan | 53,749 |
| Stefaniuk, Denise | 50,267 |
| Steffensen, Kenneth | 79,897 |
| Stefner, Delane | 57,606 |
| Steinke, Shalila | 61,228 |
| Stelmacovich, Sarah | 101,742 |
| Stelwagen, Devon | 82,995 |
| Stenger, Coral | 53,466 |
| Stephens, Dave | 85,321 |
| Stephens, Wanda | 101,645 |
| Stephenson, Robert | 124,206 |
| Sterling, Leana | 66,998 |
| Stettner, Laura | 100,029 |
| Stevens, Shawna | 81,922 |
| Stevens, William | 53,990 |
| Stevenson, Andrea | 51,946 |
| Stevenson, Danielle | 67,360 |
| Stevenson, Megan | 63,010 |
| Stevenson, Nickie | 76,474 |
| Stevenson, Norma | 50,348 |
| Stevenson, Vida | 53,934 |
| Stewart Gall, Carrie | 97,133 |
| Stewart, Beryl | 55,379 |
| Stewart, Chelsea | 66,041 |
| Stewart, Cheryl | 94,409 |
| Stewart, Crystal | 91,197 |
| Stewart, Erynne | 88,254 |
| Stewart, Jesse James | 80,998 |
| Stewart, Kelsey | 69,180 |
| Stewart, Lauren | 70,836 |
| Stewart, Leona | 80,407 |
| Stewart, Lisa | 118,694 |
| Stewart, Lois | 75,020 |
| Stewart, Pat | 136,794 |
| Stewart, Ria | 92,817 |
| Stewart, Shawna | 84,881 |
| Stewart, Tannis | 82,688 |
| Stewart, Theresa | 97,731 |
| Stewart, Thomas | 102,586 |
| Stewart, Tonya | 51,196 |
| Stianson, Leah | 89,322 |
| Stimson, Marie | 79,584 |
| Stinson, Andrea | 74,170 |
| Stirr, Kayla | 81,424 |
| Stobbs, Debbie | 53,590 |
| Stobbs, Janice | 83,465 |
| Stocks, Ruth | 71,490 |
| Stolarchuk, Melissa | 97,964 |
| Stoppler, Trudy | 55,497 |
| Storey, John | 111,743 |
| Storey, Katherine | 101,418 |
| Storey, Suzanne | 93,296 |
| Storozuk, Lynda | 73,431 |
| Storrey, Ashley | 90,831 |
| Strachan, Serena | 56,901 |
| Stradeski, Jody | 50,856 |
| Strain, Lorraine | 106,713 |
| Strand, Leslie Anne | 120,923 |
| Straub, Elana | 93,943 |
| Strawford, Randy | 74,391 |
| Straza, Barbara | 56,216 |
| Straza, Lori | 103,788 |
| Street, Jaeme | 110,236 |
| Street, Raegen | 63,232 |
| Streisel, Lori | 59,921 |
| Strendin, Kathryn | 65,807 |
| Stricker, Barry | 119,492 |
| Stricker, Lori | 90,590 |
| Stringer, Andrea | 60,856 |
| Stringer, Connie | 109,813 |
| Stringer, Robert | 53,956 |
| Stromberg, Arielle | 56,546 |
| Strudwick, Amy | 101,683 |
| Strudwick, Shannon | 54,076 |
| Strugari, Caitlin | 92,203 |
| Strykowski, Sabrina | 93,828 |
| Stubbe, Kimberley | 58,627 |
| Stuber, Arlene | 74,092 |
| Stuber, Michael | 104,547 |
| Stuckel, Jae Lyn | 75,343 |
| Stuike, Heather | 71,964 |
| Stulberg, Shelley | 88,075 |
| Stutt, Lexi | 54,981 |
| Stuttard, Kim | 70,531 |
| Styles, Christa | 96,656 |
| Suchan, Lauren | 67,958 |
| Sulea, Allyssia | 81,793 |
| Sullivan, Tracy | 54,208 |
| Sulymka, Mark | 90,952 |
| Sulz, Linda | 138,961 |
| Sumagaysay, Kathylyn | 124,408 |
| Sumakote, Evelyn | 109,768 |
| Sumakote, Rex Generoso Jr. | 56,582 |
| Sumang, Maria Carmela Theresa | 128,634 |
| Surkan, John | 98,091 |
| Sveinbjornson, Raquel | 75,623 |
| Swab, Alison | 100,629 |
| Swab, Elden | 107,869 |
| Swalm, Adam | 56,824 |
| Swalm, Tami | 55,812 |
| Swan, Candice | 58,957 |
| Swan, Louise | 92,748 |
| Swanson, Lisa | 57,451 |
| Swanton, Stacey | 75,623 |
| Sweatman, Elizabeth | 107,963 |
| Sweeney, Denise | 88,298 |
| Sweeney, Lesley | 73,327 |
| Sweet, Timothy | 97,688 |
| Swehla, Alison | 81,630 |
| Swerid, Sheila | 102,140 |
| Swift, Deanne | 85,392 |
| Swift, Laurie | 73,083 |
| Switzer, Heather | 113,155 |
| Sykes, Kellie | 57,740 |
| Sylvestre, Jennifer | 99,280 |
| Symon, Joanne | 56,029 |
| Szafron, Susan | 64,527 |
| Szmutko, Diane | 87,739 |
| Szostak, Barbara | 61,738 |
| Tafese, Tibebe | 50,610 |
| Tait, Victoria | 68,354 |
| Talban, Caroline | 54,270 |
| Tallon, Denise | 79,354 |
| Tallon, Rae Anne | 71,885 |
| Tamayo, Kenny | 115,435 |
| Tampus, Salud | 115,510 |
| Tan, Antonieta | 55,467 |
| Tan, April Fiel | 73,617 |
| Tan, Diane | 86,741 |
| Tan, Yin Yin | 79,510 |
| Tancrede, Lionel | 124,752 |
| Tangjerd, Angela | 104,475 |
| Tangjerd, Brad | 74,807 |
| Tannahill, Tera | 73,714 |
| Tanwar, Rakesh | 78,172 |
| Tanzell, Darren | 94,764 |
| Tapp, Angela | 92,452 |
| Tarr, Jonathan | 94,920 |
| Tarr, Lisa | 106,828 |
| Tarr, Rachel | 102,684 |
| Tattman, Collette | 162,468 |
| Tayco, Ailyn | 88,972 |
| Taylor Miller, Shannon | 60,451 |
| Taylor, Andrew | 101,637 |
| Taylor, Brett | 53,253 |
| Taylor, Carla | 61,880 |
| Taylor, Chantal | 81,915 |
| Taylor, Cindy | 52,656 |
| Taylor, Janelle | 60,221 |
| Taylor, Janet | 70,836 |
| Taylor, Jennifer | 100,123 |
| Taylor, Lyn | 87,914 |
| Taylor, Lynnette | 62,990 |
| Taylor, Martha | 55,231 |
| Taylor, Shanay | 79,634 |
| Taylor, Tami | 127,110 |
| Taylor, Tammylee | 52,575 |
| Te, Chelo | 51,400 |
| Tefera, Tsehaynesh | 107,635 |
| Temam, Sultan | 79,101 |
| Temple Jones, Jan | 75,844 |
| Temple, Heather | 78,047 |
| Temple, Krista | 76,230 |
| Tendler, Nashel | 91,649 |

# APPENDIX D: PAYEE LIST

| Name | Amount |
|---|---|
| Tenoso, Judelene | 122,779 |
| Tensuan, Marlo Eduardo Ii | 63,720 |
| Tetrault, Monique | 73,529 |
| Thach, Niem | 53,904 |
| Thain, Linda | 112,556 |
| Thauberger, Jenna | 59,109 |
| Thauberger, Linda | 87,252 |
| Thazhamon Simon, Mathews | 52,569 |
| Theriault, Lyle | 77,048 |
| Therrien, Kristen | 87,860 |
| Thibault, Tanya | 57,463 |
| Thick, Kimberly | 73,978 |
| Thiele, Marjorie | 113,462 |
| Thiessen, Shelley | 51,509 |
| Thimothy, John | 59,755 |
| Tholl, Crystal | 84,897 |
| Thomas Cullen, Lynwen | 86,570 |
| Thomas, Chantelle | 90,507 |
| Thomas, Jacob | 97,448 |
| Thomas, Rhiannon | 98,408 |
| Thomas, Tania | 80,032 |
| Thome Sikora, Kathleen | 101,733 |
| Thomlinson, Jenine | 86,636 |
| Thompson, Amanda | 74,638 |
| Thompson, Beverly | 70,290 |
| Thompson, Deborah | 109,161 |
| Thompson, Lana | 63,307 |
| Thompson, Maureen | 98,327 |
| Thompson, Paula | 74,026 |
| Thompson, Sara | 75,718 |
| Thompson, Stephanie | 98,933 |
| Thompson, Tammy | 102,936 |
| Thompson, Vicki | 92,806 |
| Thompson-Gale, Elizabeth | 96,903 |
| Thomson, Charlene | 50,022 |
| Thomson, Donna | 86,523 |
| Thomson, Janelle | 79,250 |
| Thomson, Lisa | 87,473 |
| Thomson, Meghan | 94,339 |
| Thornhill, Stacy | 75,489 |
| Thorp, Leah | 97,543 |
| Thurlow, Ronald G | 88,267 |
| Tiede, Bruno | 76,973 |
| Tiglao, Jerome | 133,978 |
| Tiglao, Kathleen | 63,855 |
| Tillson, Rachel | 96,449 |
| Tillusz, Irene | 56,255 |
| Tinani, Naresh | 123,017 |
| Tinio, Jestoni | 86,450 |
| Tinio, Mark Anthony | 78,568 |
| Tippe, Cathy | 100,458 |
| Tirk, Candace | 69,490 |
| Tisdale, Amanda | 108,113 |
| Tittle, Larry | 75,841 |
| Titus, Agnes | 109,614 |
| Tkatch Melle, Chrisinda | 96,065 |
| Todd, Karen | 106,473 |
| Todd, Pamela | 93,492 |
| Toews, Audrey | 81,937 |
| Toews, Darlene | 83,413 |
| Toffan, Allison | 55,880 |
| Toker, Diane | 52,629 |
| Tomik, Jordan | 58,508 |
| Tomlin, Louise | 73,007 |
| Tomlinson Kehrig, Sara | 83,266 |
| Tomyk, Wendy | 85,546 |
| Toner, Beryl | 110,549 |
| Tonn, Dwight | 115,532 |
| Tonn, Kenneth | 69,699 |
| Tooley, Jamie | 138,263 |
| Topal, Jodi | 108,197 |
| Topal, William | 53,784 |
| Topinka, Heather | 54,425 |
| Toporowski, Amanda | 79,237 |
| Toppings, Julie | 103,878 |
| Torbin, Ivanna | 158,156 |
| Tornberg, Kristy | 105,118 |
| Toro Hopkins, Debbie | 106,313 |
| Torres, Wessonjess | 50,384 |
| Toth, Christina | 76,826 |
| Toth, Marilyn | 54,993 |
| Toth, Tessa | 77,559 |
| Touimy, Salma | 70,589 |
| Toupin, Kayla | 55,201 |
| Tourangeau, Charles | 58,932 |
| Tower, Cherise | 61,862 |
| Towriss, Nelson | 109,275 |
| Toye, Dayna | 108,708 |
| Trafananko, Chelsea | 68,307 |
| Trafiak, Connie | 51,153 |
| Trail, Linda | 51,735 |
| Trail, Marie | 50,967 |
| Tramer, Steven | 50,791 |
| Tran, Huu | 81,143 |
| Tran, Lynn | 111,208 |
| Tratch, Kerri | 53,893 |
| Tratch, Laveena | 119,169 |
| Treleaven, Shelly | 192,525 |
| Trelenberg, Ross | 76,533 |
| Tremblay, Hugo Rene | 51,063 |
| Tremblay, Tanis | 84,646 |
| Trenker, Tess | 51,312 |
| Trenton, Christine | 123,500 |
| Triffo, Amanda | 84,888 |
| Trinidad, Lisa | 73,028 |
| Tripp, Darlene | 75,739 |
| Troff, Robert | 55,325 |
| Trogi, Sherry | 52,495 |
| Trotter, Carla | 72,999 |
| Trotter, Joseph | 105,210 |
| Troy Hebert, Barbara | 109,645 |
| Trudelle, Paulette | 76,365 |
| Truman, Kevin | 66,964 |
| Truman, Sharon | 78,302 |
| Trytten, Melody | 93,286 |
| Tuazon, Maria | 104,689 |
| Tubello, Graziella | 83,418 |
| Tuchscherer, Laura Lee | 104,251 |
| Tucker, Deanna | 117,866 |
| Tucker, Joanie | 51,435 |
| Tucker, Matthew | 101,230 |
| Tudlong, Eufemia | 55,423 |
| Tuff, Eileen | 57,581 |
| Tulloch, Heather | 80,772 |
| Tumac, Alison | 82,665 |
| Tumack, Charlene | 101,229 |
| Turgeon, Janet | 55,064 |
| Turlock, Nicole | 90,661 |
| Turnbull, Dianne | 97,877 |
| Turnbull, Karen | 51,599 |
| Turner, Dale | 92,842 |
| Turner, Gina | 108,116 |
| Turner, Patricia | 55,466 |
| Turton, Marie | 93,248 |
| Tusi, Mary | 119,755 |
| Tuvilla, Edna | 52,738 |
| Tyckon, Paul | 82,237 |
| Tymchyshyn, Robert | 106,835 |
| Tyndale, Randa Rae | 56,555 |
| Uhrich, Donna | 94,718 |
| Uhryn, Korin | 76,315 |
| Uleryk, Agnes | 66,151 |
| Ullyott, Nicole | 84,932 |
| Ulmer, Amanda | 80,515 |
| Ulmer, Andrea | 59,788 |
| Ulmer, Erin | 90,267 |
| Ulmer, Jaydan | 60,994 |
| Ulmer, Larissa | 83,657 |
| Ulmer, Michalene | 95,444 |
| Ulmer, Michelle | 54,986 |
| Ulrich, Kyle | 66,417 |
| Umahag, Marlo | 77,131 |
| Underhill, Kristin | 92,512 |
| Underhill, Laurel | 76,660 |
| Unick, Lesley | 64,153 |
| Unruh, Charlene | 50,233 |
| Unser, Debbie | 97,285 |
| Upshall, Donna | 123,215 |
| Urbaniak, Patricia | 82,357 |
| Urbiztondo, Arnel | 87,876 |
| Ursulan, Jeffrey | 53,421 |
| Uy Tina, Tettet | 112,162 |
| Uy, Joy | 121,706 |
| Uyam, Jejet | 92,974 |
| Vaisman, Laurent | 57,851 |

# APPENDIX D: PAYEE LIST

| Name | Amount |
|---|---|
| Valaitis, Megan | 68,194 |
| Valcourt, Lindsey | 87,923 |
| Valenzuela, Sheryl | 121,512 |
| Valera Rodil, Jocelyn | 96,864 |
| Valimaki, Anna | 92,175 |
| Vall, Teresa | 123,683 |
| Vallee, Colleen | 97,597 |
| Valley, Scott | 79,964 |
| Valmeo, Imelda | 115,832 |
| Van De Kamp, Rory | 56,952 |
| Van Meer, Julie | 54,570 |
| Van Vliet, Paulette | 88,767 |
| Vanbeselaere, Krista | 52,298 |
| Vanbuekenhout, Guy | 98,059 |
| Vancaeseele, Kim | 93,679 |
| Vance, Lisa | 69,572 |
| Vanderlaan, Giles | 93,396 |
| Vandesype, Allisha | 50,955 |
| Vandesype, Jennifer | 81,899 |
| Vandevorst, Raymond | 168,569 |
| Vanin, Gina | 78,540 |
| Vanluven, Dion | 86,912 |
| Vanparys, Bev | 90,309 |
| Vanstaden, Natalie | 60,978 |
| Vansteelandt, Lolita | 63,467 |
| Vanwyk, Donna | 56,853 |
| Varga, Connie | 52,113 |
| Varga, Devin | 58,739 |
| Vargas, Cecilia | 78,927 |
| Varghese, Naveen | 66,755 |
| Vargo, Troy | 61,363 |
| Varin, David Bri | 87,353 |
| Vasquez, Marevel | 144,850 |
| Vaxvick, Annette | 100,698 |
| Vaxvick, Kevin | 91,787 |
| Vegunta, Krishna | 92,385 |
| Velasco, Melville True | 119,359 |
| Velestuk, Debbie | 102,734 |
| Velestuk, Margaret | 86,593 |
| Velonta, April Anne | 104,873 |
| Venaas, Amber | 95,604 |
| Venables, Natasha | 91,506 |
| Venter, Jacobus | 104,109 |
| Verchenova, Olga | 59,655 |
| Verschuur, Caitlyn | 80,657 |
| Verville, Francoise | 90,423 |
| Vicente, Jobel | 95,963 |
| Vickers, Kim | 86,056 |
| Vieira, Melinda | 66,135 |
| Vigneux, Bianca | 66,078 |
| Vilagos, Deanna | 52,571 |
| Villaflores, Nancy | 121,246 |
| Villafuerte, Jenniffer | 74,908 |
| Villareal, Cecille | 50,944 |
| Vindevoghel, Heather | 63,848 |
| Vinluan, Manuel | 113,599 |
| Vinluan, Rolivette | 96,724 |
| Vipond, Peggy | 76,371 |
| Virani, Azmeena | 90,462 |
| Viray, Eden Grace | 92,805 |
| Virgin, Stacey | 77,322 |
| Virtue, Alison | 93,703 |
| Vogel, Sandra | 56,065 |
| Vogel, Venessa | 56,041 |
| Vogt, Michele | 158,701 |
| Vollman, Tracy | 111,350 |
| Volman, Katrina | 82,719 |
| Vongkhaophet, Jennifer | 75,176 |
| Vongphit, Souvannara | 69,498 |
| Voss, Arletta | 102,850 |
| Voss, Kimberly | 83,145 |
| Voss, Linda | 69,427 |
| Vu, Susan | 75,150 |
| Vye, Lorissa | 92,905 |
| Wacker, Alexia | 81,917 |
| Wade, Robena | 50,738 |
| Waffle, Kristy | 91,224 |
| Wagar, Nancy | 53,391 |
| Wagman, Abigail | 100,422 |
| Wagner, Amanda | 83,408 |
| Wagner, James | 54,998 |
| Wagner, Jennifer | 62,654 |
| Wagner, Jessica | 77,550 |
| Wagner, Kaitlyn | 94,394 |
| Wagner, Rosemary | 113,853 |
| Walchuk, Holly | 89,651 |
| Walczykowski, Hanna | 84,253 |
| Waldal, Avery | 91,335 |
| Waldegger, Janis | 95,172 |
| Waldenberger, Erica | 71,352 |
| Walker, Dianne | 68,937 |
| Walker, Donna | 91,352 |
| Walker, Louise | 77,876 |
| Walker, Lucinda | 64,134 |
| Walker, Paul | 76,818 |
| Walker, Sara | 90,652 |
| Walker, Sharon | 109,090 |
| Walker, Sheryl | 101,120 |
| Wall, Hayley | 105,667 |
| Wall, Lorenne | 84,365 |
| Wall, Marilyn | 51,256 |
| Wallace, Brenden | 108,809 |
| Wallman, Sharon | 50,176 |
| Walsh, Allison | 85,937 |
| Walter, Douglas | 69,419 |
| Walter, Jacqueline | 60,327 |
| Walter, Megan | 76,719 |
| Wambululu, Gladys | 98,200 |
| Wan, Rex | 101,893 |
| Wang, Hai Jun | 87,620 |
| Wang, Xuebing | 71,384 |
| Wanner, George | 97,247 |
| Wanner, Kristyn | 125,020 |
| Ward, Heather | 73,286 |
| Ward, Stefanie | 79,201 |
| Wark, Judy | 55,273 |
| Warkentin, Joyce | 81,899 |
| Warner, Jessa | 61,794 |
| Warren, Ann | 73,388 |
| Wasnik, Kaitlin | 72,362 |
| Wass, Patricia | 54,656 |
| Wasylenko, Tim | 53,782 |
| Wasylyshyn, Dave | 108,761 |
| Watch, Jordan | 60,833 |
| Waters, Allyson | 97,038 |
| Waters, Christina | 91,830 |
| Waters, Kim | 51,562 |
| Watkins, Michelle | 96,675 |
| Watkins, Sara | 86,902 |
| Watsemwa, Nesita | 55,112 |
| Watson, Amanda | 76,323 |
| Watson, Barb | 95,742 |
| Watson, Laurie | 107,581 |
| Watts, Brittney | 97,523 |
| Watzke, Genoveva | 58,387 |
| Waugh, Barbara | 54,869 |
| Wawro, Susan | 87,003 |
| Waynert, Allison | 81,324 |
| Waynert, Charleen | 50,493 |
| Wazni, Roqaya | 64,041 |
| Weatherston, Ashley | 104,789 |
| Webb, Jenna | 70,478 |
| Weber, Megan | 61,204 |
| Weedmark, C Marcia | 52,867 |
| Weflen, Kerrie | 88,486 |
| Weichel, Trina | 52,591 |
| Weigl, Alexi | 69,610 |
| Weimer, Jacqueline | 54,752 |
| Weimer, Laura | 75,183 |
| Weinberger, Annette | 87,253 |
| Weinberger, Tanya | 71,149 |
| Weinmaster, Marilyn | 98,251 |
| Weinzierl, Deanne | 53,883 |
| Weir, Jodie | 119,307 |
| Weir, Louise | 107,672 |
| Weir, Paul | 59,601 |
| Weisbeck, Erin | 74,686 |
| Weisbeck, Stacey | 86,375 |
| Weisbrod, Myrna | 105,172 |
| Weisbrodt, Shirley | 61,007 |
| Weisgarber, Maureen | 104,377 |
| Weisgerber, Corey | 75,236 |
| Weisgerber, Karen | 106,619 |
| Weiss, Brenda | 83,864 |
| Weiss, Sara | 91,424 |

# APPENDIX D: PAYEE LIST

| Name | Amount |
|---|---|
| Weisshaar, Glenys | 99,465 |
| Wekerle, Carla | 107,902 |
| Wekerle, Robert | 93,760 |
| Welder, Erin | 97,697 |
| Welder, Kristine | 70,625 |
| Wells, Allison | 85,684 |
| Wells, Christian | 99,025 |
| Wellsch, Erin | 107,382 |
| Welsh, Audra | 82,407 |
| Wenaus, Emma | 71,374 |
| Wendel, Brenda | 55,632 |
| Wendel, Tenneille | 86,523 |
| Wenger, Amanda | 93,750 |
| Wenman, Jodie | 59,123 |
| Wentzell, Cindy | 89,172 |
| Weppler, Brent | 53,227 |
| Werner, Chris | 73,231 |
| Werschler, Kimberly | 77,962 |
| Wesdyk, Elsie | 72,239 |
| West Johnson, David | 121,896 |
| West, Dana | 100,394 |
| West, Erin | 97,650 |
| West, Fred | 82,212 |
| Westaff, Jaclyn | 80,369 |
| Westby, Kevin | 81,888 |
| Westgard, Jennifer | 78,480 |
| Wharf, Pamela | 54,143 |
| Wharton, Tammy | 54,691 |
| Wheatley, Derek | 60,393 |
| Whelpton, Susan | 94,923 |
| White, Braden | 96,937 |
| White, Rhea | 97,016 |
| Whitebear, Tanya | 70,986 |
| Whitelaw, Greg | 64,115 |
| Whiteman, Peter | 114,366 |
| Whitfield, Kirsten | 52,585 |
| Whiting, Celine | 95,052 |
| Whitrow, Rodney | 92,422 |
| Whitteker, Patricia | 95,360 |
| Whittington, Quynh | 68,522 |
| Whittle, Keeley | 74,028 |
| Wiebe, Mackenzie | 70,466 |
| Wiebe, Margaret | 93,941 |
| Wiegers, Christina | 71,465 |
| Wiens, Aimee | 89,770 |
| Wiest, Roberta | 138,511 |
| Wiest, Traci | 89,641 |
| Wihlidal, Benjamin | 94,151 |
| Wihlidal, Cara | 55,574 |
| Wihlidal, Comena | 104,708 |
| Wilcox, Bradley | 71,518 |
| Wild, Karen | 74,349 |
| Wild, Kayla | 70,063 |
| Wilde, Melany | 74,772 |
| Wiley, Amber | 79,458 |
| Wiley, Robert | 91,640 |
| Wilkie, John | 73,998 |
| Wilkie, Kristin | 60,268 |
| Wilkie, Linda | 57,447 |
| Wilkins, Amy | 58,650 |
| Wilkinson, Lana | 75,297 |
| Willems, Charlene | 94,726 |
| Williams, Bethany | 71,856 |
| Williams, Cara | 83,649 |
| Williams, James | 70,715 |
| Williams, Jason | 114,241 |
| Williams, Joan | 53,026 |
| Williams, Suzanne | 78,788 |
| Williams, Tamara | 54,179 |
| Williams, Timothy | 88,013 |
| Williamson, Caleb | 91,118 |
| Williamson, Lori | 78,163 |
| Williamson, Nicole | 85,158 |
| Willis, Janna | 108,976 |
| Willis, Keith | 74,779 |
| Willway, Verity | 96,745 |
| Wilmot, Jane | 104,753 |
| Wilson Schwabe, Sherri | 96,314 |
| Wilson, Barbara | 92,701 |
| Wilson, Beverly | 97,842 |
| Wilson, Christen | 51,603 |
| Wilson, Donald | 108,405 |
| Wilson, Donna | 92,946 |
| Wilson, Erin | 54,070 |
| Wilson, Joyce | 69,098 |
| Wilson, Katherine | 92,461 |
| Wilson, Meghan | 55,029 |
| Wilson, Pamela | 98,436 |
| Wilson, Scott | 81,219 |
| Wilson, Stephanie | 78,028 |
| Wilson, Tracey | 93,786 |
| Winchester, Shawna | 78,409 |
| Windsor, Gwen | 118,602 |
| Windsor, Kent | 86,270 |
| Wing, Jennifer | 82,363 |
| Wingfield, Christie | 96,134 |
| Winkel, Tanya | 112,038 |
| Winkler, Jodie Lee | 67,965 |
| Winter, Carley | 65,458 |
| Wirsche, Kristen | 90,284 |
| Wirth, Kayla | 77,084 |
| Wirth, Kristen | 65,476 |
| Wirtz, Brenda | 84,118 |
| Wise Klein, Daphne | 88,236 |
| Wisner, Connie | 66,089 |
| Wisniewski, Krysta | 93,766 |
| Wiszniak, Debra | 122,700 |
| Witham, Janice | 56,120 |
| Witt, Raylene | 94,566 |
| Witzel Garnhum, Heather | 72,584 |
| Wizniak, Margaret | 60,133 |
| Wlock, Jesse | 58,924 |
| Wobben, Nicolaas | 97,991 |
| Woiken, Gwen | 83,807 |
| Wolf, Amanda | 60,917 |
| Wolf, Deborah | 52,586 |
| Wolf, Lee | 105,652 |
| Wolf, Marcy | 77,190 |
| Wolf, Suann | 54,539 |
| Wolfe, Kendra | 120,242 |
| Wolfe, Lesley | 84,515 |
| Wolfe, Nerisa | 54,176 |
| Wolfe, Quynn | 63,473 |
| Wolfe, Robert | 96,023 |
| Wolfe, Stacey | 96,019 |
| Wolfe, Tanya | 72,499 |
| Wollbaum, David | 84,809 |
| Wollbaum, Ryan | 61,424 |
| Wong, Elsie | 113,182 |
| Wonsul, Anita | 75,438 |
| Wood, Audrey | 55,664 |
| Wood, Denni | 66,095 |
| Wood, Melanie | 65,574 |
| Wood, Melissa | 71,006 |
| Wood, Tyler | 67,126 |
| Woodall, Matthew | 79,854 |
| Woodroffe Brown, Ngaire | 136,445 |
| Woods, Brad | 85,134 |
| Woods, Meghan | 69,100 |
| Wootten, Heather | 95,564 |
| Workman, Lisa | 88,582 |
| Worobec, Karen | 158,701 |
| Wourms, Allan | 79,983 |
| Wourms, Carrie | 71,849 |
| Woycik, Kimberly | 102,770 |
| Woycik, Wyatt | 96,973 |
| Wray, Jason | 110,203 |
| Wright, Elaine | 60,313 |
| Wright, Garth | 143,985 |
| Wright, Jessica | 93,544 |
| Wright, Lori | 64,255 |
| Wright, Michaela | 85,125 |
| Wright, Nicole | 84,113 |
| Wrobel, Lorna | 102,861 |
| Wu, Marie Ann | 86,190 |
| Wutke, Nicole | 76,603 |
| Wyatt, Jena | 82,173 |
| Wyatt, Karen | 85,127 |
| Xavier, Metilda | 87,299 |
| Yabut, Norvelyn | 120,820 |
| Yake, Bonnie | 81,630 |
| Yakemchuk, Aksa | 74,381 |
| Yambao, Candice Grace | 138,860 |
| Yankow, Lora | 88,558 |
| Yaschuk, Sarah | 70,216 |

# APPENDIX D: PAYEE LIST

| Name | Amount |
|---|---|
| Yathi Kumar, Arun Prabha | 100,043 |
| Yaworski, Heather | 50,166 |
| Yeager, Lianne | 65,728 |
| Yeary, Markie | 90,994 |
| Yee, Barry | 85,326 |
| Yee, Betty | 108,389 |
| Yee, Jameszene | 69,543 |
| Yee, Michelle | 97,964 |
| Yee, Nicole | 60,828 |
| Yee, Raymond | 90,900 |
| Yeo, Andrea | 54,088 |
| Yeo, Nicole | 85,430 |
| Yeomans, Michelle | 76,309 |
| Yeung, Andrea | 90,068 |
| Yole Merasty, Natanis | 99,655 |
| Yoner, Vincent | 65,898 |
| Young, Melodie | 81,405 |
| Young, Neil | 98,385 |
| Yowin, Ywomo | 74,491 |
| Yuan, Chunqiong | 135,164 |
| Yurkiw, Kayla | 77,795 |
| Zabiaka, Sharon | 74,996 |
| Zachariah, Jayarani | 120,279 |
| Zacharias, Dellis | 80,697 |

| Name | Amount |
|---|---|
| Zacharias, Gemma | 94,552 |
| Zaiser, Juanita | 95,512 |
| Zamayla, Ronie | 107,876 |
| Zamora, Ernesto Brix | 131,292 |
| Zaremba, Alisha | 59,557 |
| Zarusky, Wanda | 106,779 |
| Zawislak, Darlene | 65,013 |
| Zech, Ken | 68,176 |
| Zelada, Lilyans | 102,586 |
| Zelada, Monica | 66,985 |
| Zelensky, Kayla | 81,326 |
| Zeleny, Lisa | 76,291 |
| Zelinski, Joyce | 66,219 |
| Zelionka, Karla | 54,439 |
| Zemlak, Karen | 64,421 |
| Zerff, Terry | 64,268 |
| Zerff, Tracey | 76,840 |
| Zerr, Barbara | 76,625 |
| Zerr, Mollyann | 75,210 |
| Zerr, Ryan | 61,572 |
| Zess, Cara | 58,041 |
| Zhang, Bing | 71,125 |
| Zheng, Lu | 74,391 |
| Ziegler, Lindsey | 103,670 |

| Name | Amount |
|---|---|
| Ziffle, Adam | 84,285 |
| Ziffle, Melanie | 52,266 |
| Zigante, Nerina | 69,083 |
| Zimbaluk, Katrina | 56,704 |
| Zimmer, Douglas | 58,977 |
| Zimmer, Lenore | 58,636 |
| Zimmer, Mae | 51,066 |
| Zimmer, Martine | 96,180 |
| Zimmerman, Adolph | 54,537 |
| Zimmermann, Jill | 91,190 |
| Zinkhan, Linda | 110,246 |
| Zinn, Tammy | 82,804 |
| Znidaric, Laura | 76,237 |
| Zorn, Gail | 94,923 |
| Zorn, James | 69,635 |
| Zsohar, Karoly | 66,339 |
| Zuck, Adrienne | 101,564 |
| Zummack, Amy | 67,024 |
| Zurburg, Blaine | 66,628 |
| Zurburg, Lisa | 81,516 |
| Zwarich-Law, Theresa | 68,027 |
| Zwarych, Kristal | 84,830 |

## Supplier Payments

Listed are payees who received $50,000 or more for the provision of goods and services, including office supplies, communications, contracts and equipment

| Vendor Name | Payment |
|---|---|
| 101004391 Saskatchewan Ltd. | 53,219 |
| 101025261 Saskatchewan Ltd. | 65,096 |
| 101027726 Saskatchewan Ltd. | 1,210,810 |
| 101140166 Saskatchewan Ltd. | 126,853 |
| 101170918 Saskatchewan Ltd. | 203,345 |
| 1621 Albert Street Development | 953,436 |
| 393032 Alberta Ltd. | 163,212 |
| 3M Canada Company | 71,445 |
| 616814 Saskatchewan Ltd. | 97,631 |
| AB Electric Corp. | 558,387 |
| Abayomi Fowora Medical PC | 164,574 |
| Abbott Laboratories Limited | 1,968,317 |
| Abbvie Corporation | 199,302 |
| Aboguddah, Dr. Ayman | 52,358 |
| Abraham Vermeulen Medical Prof. Corp. | 321,857 |
| Acart Equipment Ltd. | 93,171 |
| Accentus Inc. | 238,197 |
| Access Communications | 161,334 |
| Accreditation Canada | 236,503 |
| Acklands Grainger | 238,710 |
| Action Sewer & Drain Services Ltd. | 57,284 |
| Adams, Dr. Winston Edgar | 109,359 |
| Adewumi Adanlawo Med. Prof. Corp. | 246,627 |
| Advanced Instruments Inc. | 51,498 |

| Vendor Name | Payment |
|---|---|
| Advantage Medical Professional Corp. | 506,541 |
| Ady Lovecare Medical Prof. Corp. | 79,193 |
| AGFA Healthcare Inc. | 104,877 |
| Alberta Traffic Supply | 58,395 |
| Alcon Canada Inc. | 1,067,950 |
| Alere Inc. | 300,471 |
| Alireza, Dr. Karimi Pour | 196,532 |
| All Sask Coffee Services Inc. | 221,430 |
| Allergan Inc. | 125,073 |
| Allscripts Healthcare LLC | 2,033,114 |
| Alps Canada | 55,572 |
| American Medical Systems | 204,187 |
| Ames, Dr. Christina | 292,151 |
| AMO Canada Company | 981,812 |
| AMT Electrosurgery | 378,673 |
| Analysis Works Inc. | 285,984 |
| Andre Claassen Medical Prof. Corp. | 509,837 |
| Anexxa Medical Technologies Inc. | 149,416 |
| Anna O'Malley Medical Prof. Corp. | 369,072 |
| Arch Transco Ltd. | 232,027 |
| ArjoHuntleigh | 407,889 |
| Arnold Medical Professional Corporation | 562,130 |
| Arthrex Inc. | 317,371 |
| Artis REIT Property Management | 156,309 |

# APPENDIX D: PAYEE LIST

| Vendor Name | Payment |
|---|---|
| Ascent Management Group Inc. | 52,816 |
| Aspe Lucero, Dr. Carlos | 681,950 |
| Associated Asbestos Abatement Ltd. | 117,298 |
| Associated Health Systems | 83,899 |
| Atlas Apex Roofing Saskatchewan Inc. | 2,357,467 |
| Austin Resilience Development Inc. | 82,273 |
| Avepoint Canada | 64,025 |
| B & R Holdings Inc. | 137,597 |
| Bains, Dr. Jasmeen | 171,016 |
| Bard Canada | 799,357 |
| Baumann, Dr. Gregory Hans | 153,158 |
| Bawden, Dr. Jaime | 169,831 |
| Baxter | 3,833,090 |
| Bayer Inc. | 906,166 |
| Bayer Medical Care Inc. | 252,216 |
| Bayshore Home Health | 261,387 |
| BC Textile Innovations | 60,053 |
| BDM IT Solutions Inc. | 301,314 |
| Beckman Coulter Canada LP | 587,418 |
| Becton Dickinson | 293,479 |
| Bee Clean Building Maintenance | 346,402 |
| Belanger, Mark | 87,750 |
| Bell Canada | 52,129 |
| Bellows, Dr. Anne | 319,496 |
| Beukes Vorster Medical Prof. Corp. | 201,069 |
| BGI | 77,891 |
| Bhargava, Dr. R. | 67,044 |
| Bijhan Ebrahim Medical Prof. Corp. | 408,459 |
| Bio Rad Laboratories Canada Ltd. | 363,924 |
| Biomed Recovery and Disposal | 1,033,966 |
| Biomerieux Canada Inc. | 470,377 |
| Biomet Canada Inc. | 129,556 |
| Biotronik Canada Inc. | 84,177 |
| Black & McDonald Ltd. | 249,518 |
| BMS Integrated Services Inc. | 657,307 |
| Boan, Dr. Jarol | 62,224 |
| Bomimed Inc. | 391,289 |
| Boston Scientific Corp. | 2,086,013 |
| Bowers Medical Supply Co. | 77,018 |
| Bracco Imaging | 474,546 |
| BSN Medical Inc. | 63,204 |
| Bunzl Canada | 338,259 |
| Burlodge Canada Inc. | 50,285 |
| CADD FM Management Services Ltd. | 93,143 |
| Caltec Flooring Ltd. | 104,465 |
| Canada Bread West | 63,149 |
| Canada Revenue Agency | 95,996 |
| Canadian Hospital Specialties Ltd. | 539,335 |
| Canadian Union of Public Employees Local 3967 | 4,144,064 |
| Cardinal Health Canada | 6,454,031 |
| Cardiomed Supplies Inc. | 64,381 |
| Carefusion Canada 307 ULC | 255,414 |
| Carestream Health Canada Company | 415,804 |
| Carestream Medical Ltd. | 228,788 |
| Carl Zeiss Canada Limited | 116,817 |
| Carson Energy Services Ltd. | 72,852 |
| Carson, Dr. George | 87,868 |
| Cassandra Klassen Consulting | 68,310 |
| CDW Canada Inc. | 716,532 |
| Centennial Foodservice | 84,612 |
| Chief Medical Supplies Ltd. | 1,404,791 |
| Chikukwa, Dr. Tineyi | 61,906 |
| Chittronics | 392,362 |
| Christie Mechanical | 373,266 |
| Chukwujekwu Medical Prof. Corp. | 385,215 |
| Chung Chun International Trading | 50,368 |
| Cisco Systems Capital Canada Co. | 327,118 |
| Citagenix Inc. | 351,678 |
| City of Regina | 20,829,821 |
| Cityview Properties | 109,194 |
| Clarion Medical Technologies | 174,578 |
| Coca Cola Bottling Ltd. | 131,846 |
| College of American Pathologists | 164,715 |
| College Of Medicine | 338,000 |
| Commissionaires Saskatchewan | 113,026 |
| Computrition Inc. | 64,541 |
| Conexus Arts Centre | 73,938 |
| Conexus Credit Union | 110,452 |
| Conmed Linvatec | 718,760 |
| Conroy Ross Partners Limited | 138,541 |
| Convatec Canada | 108,068 |
| Cook (Canada) Inc. | 1,587,048 |
| Coomaran, Dr. Vasuki | 59,232 |
| Courtney, Dr. Rosemary | 173,641 |
| Coutts Courier Company Ltd. | 490,803 |
| Covidien Canada ULC | 2,822,783 |
| Cowley, Dr. Jennifer | 117,235 |
| CPDN 3130827 Canada Inc. | 2,576,616 |
| Creative Options Regina Inc. | 140,690 |
| Crichlow Hobeika Medical Prof. Corp. | 99,130 |
| Crown Enterprises Ltd. | 148,514 |
| Crown Filing Systems | 54,382 |
| Crown Shred And Recycling | 109,725 |
| D & R Roofing Inc. | 102,823 |
| Dafco Filtration Group | 81,823 |
| Damodharan Psychiatric Services PC Int. | 536,957 |
| Darvek Consulting | 187,348 |
| David Aplin and Associates Inc. | 79,733 |
| Davis, Lance | 103,344 |
| Dawsco Services Ltd. | 253,177 |
| Dayo Oladipo Medical Prof. Corp. | 540,867 |
| DC Strategic Management | 212,491 |
| Dehghani, Dr. Payam | 54,433 |
| Demand Janitorial Equipment Repair | 72,360 |
| Denson Commercial Food Equipment Inc. | 93,261 |
| Dentons Canada LLP | 92,405 |
| Devaraj, Dr. R. | 130,877 |
| Devitt, Dr. Neil | 83,700 |
| Dianna Ghaniabadi Medical Prof. Corp. | 237,077 |

# APPENDIX D: PAYEE LIST

| Vendor Name | Payment |
|---|---|
| Diasorin Inc. | 129,106 |
| Direct Integrated Transportation | 117,896 |
| DJO Canada Inc. | 255,198 |
| DKC Associates | 50,545 |
| DLGL Ltd. | 657,274 |
| Do All Floors Ltd. | 80,346 |
| Dominion Biologicals Ltd. | 79,707 |
| Donna L. Ledingham Medical Prof. Corp. | 490,603 |
| Donna L. Towers Consulting Inc. | 66,993 |
| Dr. A. J. Kilmury Medical Prof. Corp. | 69,728 |
| Dr. A. Kielly Medical P. C. Inc. | 328,664 |
| Dr. A. Papish Medical Prof. Corp. | 176,935 |
| Dr. A. Van Der Merwe Medical Prof. Corp. | 89,021 |
| Dr. Al Hayki Medical Prof. Corp. | 536,246 |
| Dr. Alexander Wong Medical Prof. Corp. | 363,330 |
| Dr. Allison Crichlow Medical Prof. Corp. | 87,432 |
| Dr. Alseraye Medical Prof. Corp. | 353,779 |
| Dr. Amer Khalifa Medical Professional Corp. | 72,938 |
| Dr. Amos Akindiji Akinbiyi Medical Prof. Corp. | 76,826 |
| Dr. Angela Arnold Medical Prof. Corp. | 455,795 |
| Dr. Angela Poole Medical Professional Corp. | 66,944 |
| Dr. Angus David Kirby Medical Prof. Corp. | 626,716 |
| Dr. Annabelle Mang Med. Prof. Corp. | 99,383 |
| Dr. Arup Michael Roy Inc. | 52,018 |
| Dr. Bakul Deb Medical Prof. Corp. | 413,884 |
| Dr. Brenda Keeping Medical PC Ltd. | 95,151 |
| Dr. Brian Laursen Prof. Medical Corp. | 79,255 |
| Dr. C. R. Houlie Medical Prof. Corp. | 462,243 |
| Dr. Christine Lett Medical Professional Corp. | 53,306 |
| Dr. Corrine Jabs Medical Prof. Corp. | 184,494 |
| Dr. D. Korol Medical Prof. Corp. | 484,852 |
| Dr. David Kopriva Medical Professional Corp. | 631,572 |
| Dr. Denis Jones Medical Prof. Corp. Inc. | 69,068 |
| Dr. DJ McCarville Vascular Surgeon Prof. Corp. | 646,310 |
| Dr. E. Le Roux Medical Prof. Corporation | 571,936 |
| Dr. Edward Patterson Medical Prof. Corp. | 507,295 |
| Dr. Elias Oluma Medical Prof. Corp. | 56,702 |
| Dr. F. Lien Medical Prof. Corp. | 124,989 |
| Dr. Farzana Timol Medical Prof. Corp. | 62,396 |
| Dr. Francis Bowen Medical Prof. Corp. | 295,884 |
| Dr. G. B. Suberu Medical Prof. Corp. | 50,697 |
| Dr. G. Teichler Medical Prof. Corp. | 130,114 |
| Dr. Glenda Kaban Medical Prof. Corp. | 295,610 |
| Dr. Glenn Ollenberger Prof. Corp. | 1,043,386 |
| Dr. H. Bouwer Med. Prof. Corp. | 53,920 |
| Dr. Heather Mollison Medical Prof. Corp. | 72,268 |
| Dr. Inas Youssef Medical Prof. Corp. | 174,217 |
| Dr. Ivor Orukpe Medical Prof. Corp. | 322,903 |
| Dr. J. A. Fourie Medical Prof. Corp. | 569,433 |
| Dr. J. Baig Medical Professional Corporation | 435,640 |
| Dr. J. D. Booker Medical Professional Corp. | 52,094 |
| Dr. J. G. Van Der Merwe Anesthesiology PG Inc. | 95,871 |
| Dr. J. H. E. McBain Medical Prof. Co. | 71,253 |
| Dr. J. P. Rossouw Medical Prof. Corp. | 530,176 |
| Dr. J. Stewart Mcmillan Medical Prof. Corp. | 119,783 |

| Vendor Name | Payment |
|---|---|
| Dr. James Coruzzi Medical Prof. Corp. | 387,028 |
| Dr. Jamison Medical Prof. Corp. | 411,920 |
| Dr. Jane Arthur Medical Professional Corp. | 517,289 |
| Dr. Jeremy D. Fitzgerald Medical Prof. Corp. | 370,912 |
| Dr. JG Maslany Medical Prof. Corp. | 80,960 |
| Dr. Jill Wooff Medical Prof. Corp. | 551,145 |
| Dr. Joan Baldwin Medical Prof. Corp. | 67,710 |
| Dr. John Alport Medical Professional Corp. | 293,259 |
| Dr. John Hanson Medical Prof. Corp. | 323,512 |
| Dr. Juri Van Staden Med. Prof. Corp. | 194,759 |
| Dr. K. Reddi Medical Prof. Corp. | 385,185 |
| Dr. Kamencic Medical Prof. Corp. | 88,065 |
| Dr. Kamla Verma Medical Prof. Corp. | 189,834 |
| Dr. Kathy J. Ferguson Medical Prof. Corp. | 419,126 |
| Dr. Kingsley Ibediro Medical Prof. Corp. | 191,027 |
| Dr. Kumaravel Pillay Medical Prof. Corp. | 492,437 |
| Dr. Kyle Gorman Medical Prof. Corp. | 107,618 |
| Dr. Kyle Raab Medical Prof. Corp. | 162,447 |
| Dr. Lane Rathgeber Medical Prof. Corp. | 144,933 |
| Dr. Lourens Blignaut Medical Professional Corp. | 199,152 |
| Dr. Lucas Potgieter Medical Professional Corp. | 578,144 |
| Dr. M. Byker Professional Corporation | 164,031 |
| Dr. Mark Cherry Medical Prof. Corp. | 105,273 |
| Dr. Michael Lyons Medical Prof. Corp. | 250,968 |
| Dr. Milo P. Fink Medical Professional Corp. | 78,994 |
| Dr. Nasimbanu Alibhai Medical Prof. Corp. | 119,785 |
| Dr. Natarajan Medical Prof. Corp. | 238,871 |
| Dr. Neil Cowie Anesthesia Prof. Corp. | 89,644 |
| Dr. Nermeen Youssef Medical Prof. Corp. | 318,312 |
| Dr. Nicolaas Van Der Berg Medical Prof. Corp. | 135,187 |
| Dr. Oladapo Soyemi Medical Professional Corp. | 394,374 |
| Dr. Olaogun Medical PC Inc. | 206,993 |
| Dr. Ole Rasmussen Medical Prof. Corp. | 182,787 |
| Dr. Osama Al Agha Pathologist PC Inc. | 611,856 |
| Dr. Osita Elendu Medical Professional Corporation | 308,365 |
| Dr. Patels Medical Professional Corporation | 206,050 |
| Dr. Penny Clein Medical Prof. Corp. | 80,275 |
| Dr. R. Cardoso MFM and G PC Inc. | 63,495 |
| Dr. R. H. Abdulla Medical Prof. Corporation | 173,398 |
| Dr. R. Marwah Medical Prof. Corp. | 325,695 |
| Dr. R. Varma Medical Prof. Corp. | 96,678 |
| Dr. Randall Radford Medical Prof. Corp. | 459,872 |
| Dr. Rashaad Hansia Medical Prof. Corp. | 527,861 |
| Dr. Raul Garcia Medical Prof. Corp. | 91,900 |
| Dr. Ravinder Likhari Medical Professional Corp. | 313,198 |
| Dr. R.E. Nesbitt Medical Prof. Corp. | 323,432 |
| Dr. Rodney Zimmermann Medical Prof. Corp. | 86,404 |
| Dr. Ron Taylor Medical Prof. Corp. | 282,001 |
| Dr. Ryan Lett Medical Prof. Corp. | 84,989 |
| Dr. S. Brent Harold Plains Medical Clinic | 110,616 |
| Dr. S. C. Bester Medical Prof. Corp. | 119,831 |
| Dr. S. C. Petryk Medical Prof. Corp. | 208,648 |
| Dr. S. Haque Medical Prof. Corp. | 371,664 |
| Dr. S. Hoffman Med. Prof. Corp. | 283,751 |

# APPENDIX D: PAYEE LIST

| Vendor Name | Payment |
|---|---|
| Dr. S. Leibel Medical Prof. Corp. | 54,948 |
| Dr. S. Yousef Medical Professional Corporation | 231,480 |
| Dr. Sabiha Javid Medical Prof. Corp. | 63,762 |
| Dr. Sanjay Jacob Medical Prof. Corp. | 643,060 |
| Dr. Sarafa Tijani Medical Prof. Corp. | 261,492 |
| Dr. Shiu Lun Bryan Lee | 120,807 |
| Dr. Stephen Korkola Cardiac Surg. Prof. Corp. | 64,636 |
| Dr. Steven K. Lwanga Medical Professional Corp. | 72,476 |
| Dr. T. Potgieter Medical Prof. Corp. | 188,350 |
| Dr. Terrance A. Ross Med. Prof. Corp. | 386,543 |
| Dr. Timothy Rosser Medical Prof. Corp. | 99,360 |
| Dr. Toluwalope Soyemi Medical Prof. Corp. | 126,596 |
| Dr. Tyler Mclaren Medical Prof. Corp. | 97,705 |
| Dr. V. Bedard Medical Prof. Corp. | 51,901 |
| Dr. V. Jeena Medical Prof. Corp. | 99,683 |
| Dr. Verna Scott Med. P. C. Inc. | 659,076 |
| Dr. Vijay Trivedi Medical Professional Corp. | 1,043,789 |
| Dr. VK Patel Medical Prof. Corporation | 342,502 |
| Dr. Vusumzi Mazamisa Medical Prof. Corp. | 368,449 |
| Dr. W. Lok Medical Prof. Corp. | 122,077 |
| Dr. Y. Abu Ghazaleh Medical Prof. Corp. | 117,660 |
| Dr. Youssef Sulaiman Al Begamy Med. Prof. Corp. | 367,290 |
| Draeger Medical | 115,056 |
| Dressler Medical Prof. Corp. | 356,166 |
| Duffy, Dr. P. J. | 58,560 |
| EB General Contracting | 52,864 |
| EBSCO | 197,980 |
| Ecolab Ltd. | 342,600 |
| Eden Textile | 95,287 |
| Edward C. Alport Medical Prof. Corp. | 642,541 |
| Edwards Lifesciences (Canada) Inc. | 380,496 |
| Eecol Electric Sask. Ltd. | 108,647 |
| Ehealth Saskatchewan | 989,753 |
| Eisa Medical Prof. Corp. | 599,879 |
| Elizabeth A. Gibbings Med. Professional Corp. | 50,658 |
| Elliott, Dr. William Thomas | 218,704 |
| Ellwood, Dr. Amanda | 74,842 |
| EMCO Corporation | 121,569 |
| Epic Information Solutions | 333,456 |
| Erv Parent Co. Ltd. | 98,054 |
| Esbe Scientific | 77,911 |
| Evolution Presentation Technologies Ltd. | 62,750 |
| Evraz Place | 65,863 |
| Fact Computers | 720,832 |
| Fahlman, Dr. Nicole | 198,342 |
| Falkenberg, Dr. Konnie | 309,636 |
| Farnorth Sales Association | 192,028 |
| Fedex | 107,011 |
| Ferring Inc. | 71,370 |
| Finning International Inc. | 144,628 |
| Fisher and Paykel Healthcare Inc. | 155,783 |
| Fisher Scientific Ltd. | 199,486 |
| Francis, Harry | 58,324 |
| Fraser Health | 186,804 |
| Fresenius Medical Care Canada | 513,678 |
| Fries Tallman Lumber (1976) | 55,167 |
| Fritz, Dr. Dieter | 55,217 |
| Fujifilm Sonosite Canada Inc. | 110,221 |
| G B R Holdings Inc. | 73,325 |
| Gamma Dynacare Medical Lab | 2,886,052 |
| Ganshorn, Dr. K. | 158,163 |
| Gateway Mechanical Services | 638,851 |
| Gaumard Scientific Company | 82,073 |
| GE Healthcare Canada | 2,673,848 |
| George and Bell Consulting | 93,064 |
| Gerbrands Medical Prof. Corp. | 302,948 |
| Getinge Canada Limited | 185,559 |
| Ghumman, Dr. T. | 66,145 |
| Glaxosmithkline Inc. | 158,591 |
| Golden Mobility | 102,150 |
| Golden Opportunities Fund Inc. | 411,255 |
| Goswami, Dr. Suruchi | 60,052 |
| Goyal, Dr. Kunal | 54,132 |
| Grand & Toy Limited | 50,367 |
| Greenfield Specialty Alcohols Inc. | 77,034 |
| Haemonetics Corp. | 69,787 |
| Halford Electric Inc. | 69,128 |
| Health Sciences Association of Sask. | 1,001,095 |
| Health Shared Services Saskatchewan | 32,361,424 |
| Healthcare Insurance Reciprocal of Canada | 634,353 |
| Healthmark Ltd. | 471,399 |
| Herjavec Group Inc. | 100,590 |
| Hewlett Packard Canada Co. | 282,393 |
| Hill Rom Canada Ltd. | 80,356 |
| Hipperson Construction | 577,453 |
| Hogan, Wayne T. | 62,214 |
| Hologic Limited Partnership | 539,877 |
| Hometown Co-operative Ltd. | 57,036 |
| Horizon Computer Solutions | 77,000 |
| Hoskins, Dr. Christopher Ryan | 152,630 |
| Hospira Healthcare Corporation | 4,321,760 |
| HR Enterprises Ltd. | 68,750 |
| Huisamen, Dr. Charles | 129,845 |
| Huisamen, Dr. Louis | 96,750 |
| HVAC Sales (1997) Ltd. | 199,056 |
| HVDM Medical Prof. Corp. | 543,395 |
| IBM Canada Ltd. | 123,863 |
| IMG Communication Specialist | 68,250 |
| Imperial Parking Canada Corporation | 56,008 |
| Independent Choice Distribution | 375,853 |
| Infor Canada Ltd. | 688,773 |
| Innova Medical Ophthalmics Inc. | 58,088 |
| Innovation Renovation Inc. | 112,476 |
| INO Therapeutics | 322,152 |
| Insertmotion Digital | 97,636 |
| Inspirewerx Enterprise Inc. | 141,759 |
| Instrumentation Laboratory Canada Ltd. | 329,435 |
| Integra Canada ULC | 192,777 |
| Integrated Power Services Inc. | 74,140 |

# APPENDIX D: PAYEE LIST

| Vendor Name | Payment |
|---|---|
| Inter Medico | 122,988 |
| Intergraph Canada Ltd. | 566,262 |
| Ishaan Sundar Medical Prof. Corp. | 549,638 |
| J. Minion Medical Prof. Corp. | 437,086 |
| Jacqueline Kraushaar Medical Prof. Corp. | 308,588 |
| Jaggath Medical Prof. Corp. | 143,093 |
| Janse Van Rensburg, Dr. Pieter | 77,909 |
| Jeffrey Betcher Medical Prof. Corp. | 195,416 |
| John Tsang Medical Prof. Corp. | 90,099 |
| Johnson and Johnson | 4,200,363 |
| Johnson Controls | 765,618 |
| Jubilant Draximage Inc. | 99,802 |
| K. Saczek Medical Prof. Corp. | 100,256 |
| Kabongo, Dr. Tshipita | 177,943 |
| Karl Storz Endo | 303,905 |
| Karunakaran, Dr. Kumudhini | 50,968 |
| Kasipillai, Dr. G. A. L. | 106,743 |
| KCI Medical Canada | 273,804 |
| KLS | 151,938 |
| KMP Law | 74,377 |
| Kobie Van Heerden Medical Professional Corporation | 220,546 |
| Kozan, Dr. Daniel | 57,391 |
| KPMG LLP | 72,500 |
| Kraushaar, Dr. Greg | 115,888 |
| Labtician Ophthalmics Inc. | 287,311 |
| Labuschagne Medical Prof. Corp. | 616,139 |
| Lantheus MI Canada Inc. | 231,470 |
| Le Maitre Vascular | 88,818 |
| Le, Dr. Brian Van | 59,215 |
| Leica Microsystems Canada Inc. | 565,727 |
| Leidos Canada Inc. | 511,905 |
| Lembke, Dr. Edward | 82,267 |
| Leo, Dr. Joyce | 106,500 |
| Lifecell Canada | 315,343 |
| Lim, Dr. Chong Ha | 65,946 |
| Linvatec Canada | 377,247 |
| Lionel Medical Professional Corporation | 448,014 |
| Livanova Canada Corp. | 439,614 |
| Logan, Dr. D. | 65,581 |
| Loraas Disposal Service Ltd. | 280,398 |
| Lotz, Dr. B. | 52,500 |
| LS Security Systems | 59,306 |
| Lush Lawn | 229,759 |
| LVM Systems Inc. | 55,573 |
| Lyons, Dr. Megan | 54,674 |
| MacPherson Leslie and Tyerman | 272,336 |
| Macquarie Equipment Finance Ltd. | 353,649 |
| Malejczyk Medical Prof Corp | 485,739 |
| Mali, Dr. B. | 84,936 |
| Mallinckrodt Canada ULC | 340,734 |
| Mam Medical | 146,300 |
| Mamchur, Dr. Joel | 53,958 |
| Mann, Dr. S. S. | 51,065 |
| Manrex Limited | 62,062 |

| Vendor Name | Payment |
|---|---|
| Maquet Dynamed Inc. | 395,493 |
| Marsh Canada Ltd. | 659,043 |
| Martha Briggs Medical Professional Corp. | 53,745 |
| McArthur Medical Sales | 75,119 |
| McDougall, Dr. R. S. | 54,668 |
| McGinn, Pat | 56,700 |
| McKesson Canada Corporation | 7,695,872 |
| McKesson Information Solutions | 250,698 |
| McLeod, Dr. Joanne | 351,152 |
| Med2020 | 80,669 |
| Medela Inc. | 193,820 |
| Medfort Medical Prof. Corp. | 170,168 |
| Medicalmart West | 128,992 |
| Medi-Fax Canada Inc. | 497,146 |
| Medigas Inc. (Praxair) | 60,234 |
| Meditek | 332,966 |
| Medline Canada | 97,782 |
| Medtronic of Canada Ltd. | 9,619,617 |
| Mehmood Anesthesiology Associates PC Inc. | 139,179 |
| Melcor REIT Limited Partnership | 408,121 |
| MGM Communications | 144,394 |
| MHPM Project Managers Inc. | 57,075 |
| Microage Computer Centres | 94,896 |
| Miller Thomson LLP | 476,192 |
| Millipore (Canada) Ltd. | 61,579 |
| Minister of Finance | 1,443,415 |
| Ministry of Central Services | 110,316 |
| Minnaar Medical Prof. Corp. | 508,532 |
| MIP Inc. | 128,349 |
| Mobile Instrument Service | 72,215 |
| Moore Canada | 148,439 |
| Morguard Corporation | 1,227,577 |
| Moustapha, Dr. A. | 67,945 |
| Musculoskeletal Transplant | 194,434 |
| MZ Islam Medical Prof. Corporation | 53,718 |
| Nalco Canada Inc. C3124 | 135,965 |
| Neps LLC | 75,557 |
| Newcomp Inc. | 282,425 |
| Newwest Enterprise Property Group ITF EK400 | 71,271 |
| Nordion Canada Inc. | 61,365 |
| Nourian, Sayed Reza | 51,984 |
| Novartis Pharmaceuticals Canada | 1,478,372 |
| Nuance Communications Inc. | 64,410 |
| Odenigbo, Dr. Chukwuemeka | 58,105 |
| Odgers Berndtson Canada Inc. | 93,008 |
| O'Grady, Dr. M. | 141,092 |
| Olympus Canada Inc. | 2,200,813 |
| Onasanya, Dr. Lanre | 64,823 |
| One Stop Vacuum Centre | 53,462 |
| Online Business Systems | 56,884 |
| Oracle Canada ULC | 291,010 |
| Ortho Active Appliances | 53,828 |
| Ortho Clinical Diagnostics Canada Holdings | 86,068 |
| Ortman, Frank | 74,879 |
| Orto Ped | 349,396 |

# APPENDIX D: PAYEE LIST

| Vendor Name | Payment |
|---|---|
| Ossur Americas Inc. | 98,328 |
| Ossur Canada Inc. | 217,239 |
| Othman, Ibraheem | 71,593 |
| Otto Bock Healthcare Canada Ltd. | 152,121 |
| Oveisi, Dr. Javad | 198,249 |
| Oxoid Company | 196,376 |
| P. Pepler Medical Prof. Corp. | 369,817 |
| P.J. Swart Medical PC Inc. | 524,949 |
| Partssource | 95,270 |
| Patel, Dr. Rajesh | 62,061 |
| Patterson Medical Canada | 57,821 |
| Paul C. Chang Medical Prof. Corp. | 118,715 |
| PCL Construction Management Inc. | 1,373,595 |
| Pebane, Dr. Bright | 393,795 |
| Pebane, Dr. M. Donald | 500,344 |
| Pegu, Dr. Satyaranjan | 261,929 |
| Pentair Valves and Controls Canada Inc. | 69,406 |
| Pentax | 174,765 |
| Percy H. Davis | 107,947 |
| Peter Van Rooyen Medical Prof. Corp. | 52,975 |
| Philips Healthcare | 1,849,306 |
| Phonak Canada Ltd. | 238,726 |
| Physio Control Canada Sales Ltd. | 289,957 |
| Piche, Dr. Janelle | 286,675 |
| Pieter Muller Medical Prof. Corp. | 531,302 |
| Pipestone Kin Ability Centre Inc. | 194,004 |
| Plains Medical Clinic PC Ltd. | 101,654 |
| Powerland Computers Ltd. | 178,175 |
| Prairie Controls Ltd. | 61,765 |
| Prairieheart Mobility | 155,549 |
| Praxair Canada Inc. | 291,315 |
| Primed Canada Inc. | 163,900 |
| Primed Medical Products Inc. | 123,327 |
| Print and Cheques Now Inc. | 53,118 |
| Pro Foam Roofing Ltd. | 101,724 |
| Procura | 166,928 |
| Prodije | 52,185 |
| Provincial Health Services Authority | 222,390 |
| Provincial Medical Supply | 341,670 |
| Public Employees Pension Plan | 426,106 |
| Purolator Inc. | 117,098 |
| Quest Medical Inc. | 70,013 |
| R & D Paving and Landscaping | 158,603 |
| R. Pikaluk Medical Prof. Corp. | 86,043 |
| Radiology Associates of Regina Medical P.C. Inc. | 18,287,532 |
| Radiology Consultants Associated | 2,794,550 |
| Radiometer Canada | 297,600 |
| Rattray Flavelle Medical Prof. Corp. | 52,423 |
| RBC Royal Bank | 66,333 |
| Regina Police Service | 82,565 |
| Registered Psychiatric Nurses Assoc. of Sask. | 122,930 |
| Resolveit Solutions | 68,697 |
| Rhonda Zwack Medical Prof. Corp. | 79,126 |
| Richards Cabinets and Millwork | 128,635 |
| Ritenburg & Associates Ltd. | 352,546 |

| Vendor Name | Payment |
|---|---|
| Riteway Electric | 53,571 |
| RK Holding Corp. | 203,864 |
| Robert J. Horner Medical Prof. Corp. | 384,692 |
| Robin Hughes Medical Prof. Corp. | 374,943 |
| Roche Diagnostics | 812,172 |
| Roxon Medi-tech Ltd. | 52,731 |
| Rubicon Pioneer Village Pharmacy | 247,627 |
| Rudovich Medical Professional Corp. | 534,903 |
| Runge Construction | 124,231 |
| Russell Food Equipment Ltd. | 237,341 |
| Ryan Consulting Services Inc. | 185,856 |
| Ryzer Door | 229,703 |
| S. A. Chandrakanth Medical Prof. Corp. | 50,891 |
| S. Du Toit Medical P. C. Inc. | 392,256 |
| Sahlmueller Rainer | 50,400 |
| Salaam Medical Professional Corporation | 358,926 |
| Salus Global Corporation | 53,890 |
| Sana Medical Prof. Corp. | 261,465 |
| Sandoz | 85,251 |
| Sanofi Pasteur Limited | 98,288 |
| Saputo Dairy Products | 263,323 |
| SaskEnergy | 2,021,657 |
| SaskPower Corporation | 7,148,695 |
| Sask. Healthcare Employees' Pension Plan | 70,851,967 |
| Saskatchewan Polytechnic | 73,778 |
| Saskatchewan Registered Nurses' Association | 1,301,344 |
| Saskatchewan Union of Nurses | 3,135,560 |
| Saskatchewan Union of Nurses Local 105 | 147,941 |
| Saskatchewan Union of Nurses Local 106 | 370,208 |
| Saskatchewan Workers' Compensation Board | 4,810,133 |
| Saskatoon Health Region | 132,717 |
| Saskatoon Trading Company Ltd. | 100,458 |
| SaskTel | 4,761,380 |
| SaskWorks Venture Fund Inc. | 371,125 |
| Scalar Decisions Inc. | 204,417 |
| SCC Soft Computer | 456,168 |
| Schaan Healthcare Products | 7,742,781 |
| Schulte, Dr. Paul | 119,083 |
| Schweitzer, Dr. Alexandra | 64,491 |
| Select Medical Connections Ltd. | 573,923 |
| Seno, Dr. Rommel | 78,140 |
| Serenity Medical Prof. Corp. | 324,472 |
| Seymour, Dr. Julie | 309,460 |
| SGI | 50,465 |
| Shanahan's | 64,024 |
| Sheila Smith Medical Professional Corporation | 191,431 |
| Shepherd, Dr. D. | 79,831 |
| Shoppers Home Health Care | 476,004 |
| Siemens Healthcare Limited | 821,393 |
| Sigma Tau | 113,578 |
| Sivantos Inc. | 237,267 |
| Six Three Furnished Suites Inc. | 80,842 |
| SkinnerMcLaughlin Medical Prof. Corp. | 300,836 |
| Slabbert, Dr. Jaco | 165,887 |
| Smith & Nephew Inc. | 464,153 |

# APPENDIX D: PAYEE LIST

| Vendor Name | Payment |
|---|---|
| Smiths Medical Canada Ltd. | 379,970 |
| Softchoice LP Corporation | 146,443 |
| Somagen Diagnostics | 754,301 |
| Soper, Dr. Juliet | 435,832 |
| Source Office Furnishings | 244,505 |
| Southmedic Incorporated | 71,549 |
| Spicers Canada ULC | 339,139 |
| Springinatic, Wayne | 60,845 |
| St. Jude Medical Canada Inc. | 708,113 |
| Stantec Consulting Ltd. | 292,767 |
| Stapol Consulting | 179,253 |
| Starkey Labs - Canada Co. | 58,969 |
| Staseson Klein Applicators Ltd. | 153,946 |
| Steris Canada Ltd. | 526,685 |
| Streamline Contracting Ltd. | 72,605 |
| Stryker Canada LP | 5,046,383 |
| Student Energy In Action For Regina Community Health Inc. | 50,000 |
| Success Office Systems | 52,640 |
| Sullivan Healthcare Consulting Canada Co | 163,879 |
| Suncor Energy Products Partnership | 154,873 |
| Sunil V. Khaladkar Medical Prof. Corp. | 138,823 |
| Sunovion Pharmaceuticals Canada Inc | 303,956 |
| Superior Forklift Ltd. | 151,013 |
| Supreme Office Products Ltd. | 121,859 |
| Surgical Centres Inc. | 4,502,511 |
| Surgical Products Specialties | 65,289 |
| Synthes Canada Ltd. | 919,665 |
| Sysco | 6,914,384 |
| Takl Medicine Professional Corporation | 319,300 |
| Taylor, Greg | 65,505 |
| Teleflex Medical Canada Inc. | 529,348 |
| Telus Health Transformation Services | 232,633 |
| Terumo BCT Canada Inc. | 226,712 |
| The Alport Family Trust | 69,370 |
| The Binding Site | 52,773 |
| The Great-West Life Assurance Company | 3,277,673 |
| The Lifemed Group Inc. | 139,834 |
| The Stevens Company | 2,384,680 |
| Theo Le Roux Med Prof. Corp. | 159,630 |
| Thyssenkrupp Elevator | 619,518 |
| Tiann F. A. O'Carroll Medical Prof. Corp. | 239,174 |
| Tornier Orthopedics Inc. | 190,538 |
| Toshiba | 1,297,759 |

| Vendor Name | Payment |
|---|---|
| Towers Ltd. | 55,415 |
| Translogic Ltd. | 60,384 |
| Trudell Medical Marketing Limited | 248,540 |
| Truven Health Analytics Inc. | 64,508 |
| TS & M Supply | 58,813 |
| Ultramed Inc. | 50,888 |
| Ultraray Medical Products | 65,645 |
| Umuthi Medical PC Inc. | 564,605 |
| Unifirst Canada Ltd. | 56,728 |
| United Parcel Service | 53,984 |
| University of Saskatchewan | 105,544 |
| Valeant Canada LP | 99,600 |
| Van Des Accessible Transit Inc. | 84,473 |
| Vantage Endoscopy | 627,768 |
| Verathon Inc. | 87,288 |
| Vipond Fire Protection Inc. | 123,531 |
| Vital Aire | 495,685 |
| VWR International | 191,046 |
| W. L. Gore & Associates Canada Inc. | 103,552 |
| Walters Industrial Mechanical | 120,019 |
| Warner Leasing Company Ltd. | 127,898 |
| Warner Truck Industries Ltd. | 618,514 |
| Wayne's Moving | 53,515 |
| WBM Office Systems | 321,445 |
| WBS Wholesale Bakery Specialties Ltd. | 134,494 |
| Welch Allyn | 94,588 |
| Wesco Distribution Canada LP | 195,618 |
| Westcan Vac Services Inc. | 266,337 |
| Western CML Cleaners | 83,655 |
| Westmed Mechanical Ltd. | 97,270 |
| Weston Bakeries Limited | 106,983 |
| Westridge Construction Ltd. | 405,396 |
| Wheels on Wheels Specialty Transportation Ltd. | 121,494 |
| White Birch Medical Prof. Corp. | 448,345 |
| Widex Canada Ltd. | 94,096 |
| Williams Wildenboer Medical Prof. Corp. | 719,399 |
| Winnipeg Street Business Centre Ltd. | 69,734 |
| Wood Wyant Inc. | 1,121,640 |
| Wu, Dr. Edwin | 77,436 |
| Wunder Medical Prof. Corp. | 211,932 |
| Yueng Chan A. Medical Prof. Corp. | 134,797 |
| Zacharias Medical Professional Corporation | 69,503 |
| Zimmer Biomet Canada Inc. | 3,811,994 |

# APPENDIX D: PAYEE LIST

## Transfers

Listed, by program, are transfers to recipients who received $50,000 or more

| Vendor Name | Payment |
|---|---|
| 615672 Saskatchewan Ltd | 490,847 |
| Aboriginal Family Service Centre | 816,272 |
| All Nations' Healing Hospital Inc. | 5,286,787 |
| Autism Resource Centre | 757,559 |
| Canadian Mental Health Association – Regina Branch | 483,403 |
| Canadian Red Cross | 173,209 |
| CBI Physical Rehabilitation Centre | 137,813 |
| Cupar And District Nursing Home Inc. | 3,106,767 |
| Cupar Lions Volunteer Ambulance | 325,579 |
| Downtown Physiotherapy Centre | 199,756 |
| Extendicare Elmview | 4,780,438 |
| Extendicare Parkside | 13,283,859 |
| Extendicare Sunset | 8,250,808 |
| Hope's Home Inc. | 436,000 |
| Hutch Ambulance Service Inc. | 638,313 |
| Imperial And District Ambulance Inc. | 143,090 |
| JT Ambulance Service Inc. | 421,130 |
| Lumsden And District Heritage Home Inc. | 2,494,575 |
| Mobile Crisis Services, Inc. | 112,438 |
| Mutchmor Lodge | 50,763 |
| North Central Community Association | 52,852 |
| Phoenix Residential Society | 1,559,441 |
| Planned Parenthood Regina | 184,851 |
| Prairie Ambulance Care (1998) Ltd | 378,888 |
| Rainbow Youth Centre | 710,764 |
| Ranch Ehrlo Society | 198,831 |
| Raymore Community Health and Social Centre | 75,509 |
| Regina Community Clinic | 177,970 |
| Regina Early Learning Centre | 747,513 |
| Regina Lutheran Housing Corporation | 4,902,171 |
| Regina Open Door Society Inc. | 351,486 |
| Regina Recovery Homes Inc. | 1,252,552 |
| Regina Sports And Physiotherapy Clinic | 169,040 |
| Santa Maria Senior Citizen's Home Inc. | 10,044,339 |
| Soo Line Ambulance Association | 263,740 |
| Stepping Stones Childcare Co-operative | 134,534 |
| Street Workers Advocacy Program | 163,968 |
| Synergy Physio Inc. | 160,865 |
| The Governing Council of The Salvation Army | 320,409 |
| The Qu'Appelle Diocesan Housing Company | 1,429,074 |
| The Salvation Army William Booth Special Care Home | 8,505,641 |
| Valley Ambulance Care Ltd | 546,480 |

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